

**From:** [McFerran, Lauren](#)  
**To:** [Judy Conti](#)  
**Subject:** RE: Did this reach you?  
**Date:** Wednesday, January 28, 2015 10:57:00 PM

---

Hi, Judy-

My personal email is (b) (6). Happy to chat!

Best,  
Lauren

---

**From:** Judy Conti [mailto:jconti@nelp.org]  
**Sent:** Wednesday, January 28, 2015 4:16 PM  
**To:** McFerran, Lauren  
**Subject:** Did this reach you?

If so, happy new year, happy new job, (b) (6)

Would love to pick your brain on something related to your old job – what's your personal email address?

Thanks!  
XO

Judy Conti  
Federal Advocacy Coordinator  
National Employment Law Project

PLEASE NOTE NEW ADDRESS AND PHONE NUMBER AS OF DECEMBER 17, 2014

2040 S Street, NW  
Lower Level  
Washington, DC 20009

(202) 683-4835 (office)  
(202) 320-8113 (cell)

[www.nelp.org](http://www.nelp.org)

"The test of our progress is not whether we add more to the abundance of those who have much; it is whether we provide enough for those who have too little." Franklin Delano Roosevelt

**From:** [Lynn Rhinehart](#)  
**To:** [Pearce, Mark G.](#)  
**Cc:** [Miscimarra, Philip A.](#); [Hirozawa, Kent](#); [Johnson III, Harry](#); [McFerran, Lauren](#)  
**Subject:** RE: Invitation to the LCC  
**Date:** Wednesday, February 4, 2015 4:13:04 PM

---

Mark et al,

This is fantastic news! We are thrilled you all will be joining us at the conference – it will be a wonderful opportunity for our members to see the Board in action and to meet or reconnect with you. Thank you so much for making it work, and I will be in touch soon about further details.  
Lynn

---

**From:** Pearce, Mark G. [mailto:Mark.Pearce@nlrb.gov]  
**Sent:** Wednesday, February 04, 2015 3:50 PM  
**To:** Lynn Rhinehart  
**Cc:** Miscimarra, Philip A.; Hirozawa, Kent; Johnson III, Harry; McFerran, Lauren  
**Subject:** RE: Invitation to the LCC

Hi Lynn:

This follows your gracious invitation for the Board to attend the upcoming LCC conference in Philadelphia on Monday April 27. I am pleased to advise you that my colleagues and I would be honored to attend. Please follow up with details when opportunities permit.

Thanks.

Mark

---

**From:** Lynn Rhinehart [mailto:lrhinehart@aflcio.org]  
**Sent:** Monday, January 26, 2015 2:03 PM  
**To:** Pearce, Mark G.  
**Subject:** Invitation to the LCC

Hi, Mark,

Per our conversation, please see the attached invitation for you and the other members of the NLRB to come to the LCC – give a call when you’ve had a chance to talk about this and we’ll nail down details – thanks!

Lynn

**From:** [Johnson III, Harry](#)  
**To:** [Lynn Rhinehart](#); [Pearce, Mark G.](#); [Miscimarra, Philip A.](#); [Hirozawa, Kent](#); [McFerran, Lauren](#)  
**Subject:** RE: NLRB at the LCC  
**Date:** Friday, March 20, 2015 5:20:07 PM

---

Thanks so much for the update, Lynn, and I will see you there. Harry

---

**From:** Lynn Rhinehart [mailto:[lrhinehart@aficio.org](mailto:lrhinehart@aficio.org)]  
**Sent:** Friday, March 20, 2015 4:40 PM  
**To:** Pearce, Mark G.; Miscimarra, Philip A.; Hirozawa, Kent; Johnson III, Harry; McFerran, Lauren  
**Subject:** NLRB at the LCC

Dear Mark, Phil, Kent, Harry and Lauren,

We just sent out the full LCC agenda to our members and people are really excited that we will be honored by the presence of the entire NLRB! Thank you so much for making the time to come to our conference – we are confident you will find it worth your while! The plenary panel is scheduled for 5-6 p.m. on Monday, April 27. There is a happy hour reception immediately following, from 6:15-7:15. At the reception, we will be celebrating programs to recruit the new generation of union lawyers, including the Peggy Browning Fund, and we will make an announcement to this effect at the end of your plenary, given Peggy's service on the Board. Joe Lurie will be in attendance, and it will be really nice. We will send you some thoughts next week about topics our members would be interested in hearing you address. In the meantime, it would be helpful if you could plan to be at the conference hotel no later than 4 p.m. on the 27<sup>th</sup> so we can meet briefly before your panel and make any last-minute adjustments. If any of you need to stay over on Monday night, let me know and we can see what arrangements can be made. And Phil – we need to figure out what we are going to play in our piano duet to open this plenary ☺

Again, thanks all, and let me know if you need any more information on our end.

Lynn

**From:** [McFerran, Lauren](#)  
**To:** [Lynn Rhinehart](#)  
**Subject:** RE: LCC  
**Date:** Friday, April 24, 2015 3:22:00 PM

---

Yes, sadly I've got an 8:00 train. Next time I'll leave more time to party! Thanks again for the help...

Lauren

---

**From:** Lynn Rhinehart [<mailto:lrhinehart@aficio.org>]  
**Sent:** Friday, April 24, 2015 3:19 PM  
**To:** McFerran, Lauren  
**Subject:** RE: LCC

I will try, try, try to remember to leave a room key with our staff at the LCC registration desk. If you go to the desk and introduce yourself they will give you the key. Make yourself at home (b) (6)  
[REDACTED] You are heading back after the reception, yes? (dinner is out??)

---

**From:** McFerran, Lauren [<mailto:Lauren.McFerran@nlrb.gov>]  
**Sent:** Friday, April 24, 2015 3:00 PM  
**To:** Lynn Rhinehart  
**Subject:** RE: LCC

I'm coming in a little earlier than the other members (b) (6)  
[REDACTED]. I will try to grab you and/or the logistical point of contact of your choice between the afternoon plenary sessions for assistance with a room, if that's OK? Just let me know who to touch bases with...

Thanks!  
Lauren

---

**From:** Lynn Rhinehart [<mailto:lrhinehart@aficio.org>]  
**Sent:** Friday, April 24, 2015 2:48 PM  
**To:** Pearce, Mark G.  
**Cc:** Miscimarra, Philip A.; Hirozawa, Kent; Johnson III, Harry; McFerran, Lauren  
**Subject:** RE: LCC

Ok, great. We look forward to seeing you all next week!  
Lynn

---

**From:** Pearce, Mark G. [<mailto:Mark.Pearce@nlrb.gov>]  
**Sent:** Friday, April 24, 2015 9:51 AM  
**To:** Lynn Rhinehart  
**Cc:** Miscimarra, Philip A.; Hirozawa, Kent; Johnson III, Harry; McFerran, Lauren  
**Subject:** RE: LCC

Yes, regard to all of us except possibly Kent, as he is taking a later train.

---

**From:** Lynn Rhinehart [<mailto:lrhinehart@aficio.org>]

**Sent:** Wednesday, April 22, 2015 6:24 PM

**To:** Pearce, Mark G.

**Subject:** LCC

Can the Board members meet at around 4 or 4:15 in the LCC offices at the hotel so we can do any necessary last-minute planning?

**From:** [Lynn Rhinehart](#)  
**To:** [Pearce, Mark G.](#); [Lynn Rhinehart](#)  
**Cc:** [Miscimarra, Philip A.](#); [Hirozawa, Kent](#); [Johnson III, Harry](#); [McFerran, Lauren](#)  
**Subject:** Re: LCC questions for the Board  
**Date:** Monday, April 27, 2015 3:55:30 PM

---

All,

Let's meet in salon 1 on the mezzanine level. See you there. Thanks!

Sent from my BlackBerry 10 smartphone.

---

**From:** Pearce, Mark G.  
**Sent:** Friday, April 24, 2015 8:44 PM  
**To:** Lynn Rhinehart  
**Cc:** Miscimarra, Philip A.; Hirozawa, Kent; Johnson III, Harry; McFerran, Lauren  
**Subject:** LCC questions for the Board

---

Lynn,

Attached and printed below are the questions as revised from our discussion and the designated point persons. Let me know if you have any questions. This will be fun! Have a good weekend – Mark

#### LCC questions for the NLRB:

1. Ask each Board member to take just 1-2 minutes to introduce themselves. (10 minutes) - **Board**

This segment will include “PERSPECTIVE OF THE NEWEST BOARD MEMBER - **Lauren** (who should get a little more time)

1. The Confirmation process - experience and observation
2. Perception of the NLRB from the Hill and from inside

2. Ask Mark to briefly hit a couple of highlights of what's going on at the Board (5 minutes) - **Mark**
3. Board process. Question for each Board member: Can you please talk about the Board's process and timeline for decision-making? From where we sit, it's a big mystery – we brief the case and sit back and wait. What single reform would you propose to speed up decision making?
  - **Mark** - *to take the lead on case process- cast to chime in as desired)*
  - **Harry and other Colleagues** on reform
4. Remedies. The NLRA's and the Board's remedies are roundly criticized as inadequate – they come too late and they are too weak to compensate workers for harm and deter employer violations. What more can the Board do to strengthen remedies? What about awarding litigation expenses at least for repeat violators? Do you agree the Board ought to try to devise some remedy to compensate workers for 8(a)(1) violations?
  - **Mark and others**

5. Adapting the NLRA to modern times. Please comment on an area where you think the Board should adapt its doctrines to reflect changes in the workplace, the workforce, technology.

*(Mark to lead others weigh in)* For the past several years, the Board has prioritized issuance of rules to modernize and improve election procedures. The rules went into effect two weeks ago. Obviously we are hopeful the rules stay in effect.

Question (for a D): What in your view is the most important aspect of these reforms? *(Kent)*

Question (for an R): We know you disagreed with issuing these rules. As the rules are implemented, what evidence would convince you that the reforms are sound? *(Phil)*

6. [if time but not likely] Pending cases – *(Harry)*

Q &A

Mark Gaston Pearce  
National Labor Relations Board

## LCC questions for the NLRB:

1. Ask each Board member to take just 1-2 minutes to introduce themselves. (10 minutes) - **Board**

This segment will Include “PERSPECTIVE OF THE NEWEST BOARD MEMBER - **Lauren** (who should get a little more time)

1. The Confirmation process - experience and observation
2. Perception of the NLRB from the Hill and from inside

2. Ask Mark to briefly hit a couple of highlights of what’s going on at the Board (5 minutes) - **Mark**
3. Board process. Question for each Board member: Can you please talk about the Board’s process and timeline for decision-making? From where we sit, it’s a big mystery – we brief the case and sit back and wait. What single reform would you propose to speed up decision making?

- **Mark** - *to take the lead on case process- cast to chime in as desired)*
- **Harry and other Colleagues** on reform

4. Remedies. The NLRA’s and the Board’s remedies are roundly criticized as inadequate – they come too late and they are too weak to compensate workers for harm and deter employer violations. What more can the Board do to strengthen remedies? What about awarding litigation expenses at least for repeat violators? Do you agree the Board ought to try to devise some remedy to compensate workers for 8(a)(1) violations?

- **Mark and others**

5. Adapting the NLRA to modern times. Please comment on an area where you think the Board should adapt its doctrines to reflect changes in the workplace, the workforce, technology.

*(Mark to lead others weigh in)* For the past several years, the Board has prioritized issuance of rules to modernize and improve election procedures. The rules went into effect two weeks ago. Obviously we are hopeful the rules stay in effect.

Question (for a D): What in your view is the most important aspect of these reforms? **(Kent)**

Question (for an R): We know you disagreed with issuing these rules. As the rules are implemented, what evidence would convince you that the reforms are sound? **(Phil)**

6. [if time but not likely] Pending cases – **(Harry)**

Q &A



**From:** [McFerran, Lauren](#)  
**To:** (b) (6)  
**Cc:** [Pleasants, Denise](#)  
**Subject:** RE: Boilermakers' May 19 Congressional Reception Invitation  
**Date:** Tuesday, May 19, 2015 9:50:00 AM

---

I am so sorry but I will not be able to make the reception tonight. Many thanks for the invitation, and I hope to be able to join you in the future.

Best,  
Lauren

Lauren McFerran  
Member  
National Labor Relations Board

---

**From:** (b) (6) [mailto:(b) (6)@boilermakers.org]  
**Sent:** Thursday, May 07, 2015 1:34 PM  
**To:** McFerran, Lauren  
**Cc:** Pleasants, Denise  
**Subject:** Boilermakers' May 19 Congressional Reception Invitation

Dear Ms. McFerran:

Attached please find our invitation from the Boilermakers' International President Newton B. Jones inviting you attend our 47<sup>th</sup> Annual Congressional Reception. Our reception will be held at the Capitol Hilton at 1001 16th Street, NW on Tuesday, May 19, 2015 from 6:00 to 8:00 p.m.

We would be honored if you are able to join us and meet over 175 Boilermaker members, officers and staff from across the country.

Very sincerely,

(b) (6)

---

(b) (6)  
**International Brotherhood of Boilermakers**  
Department of Government Affairs  
1750 New York Avenue, NW, Suite 335  
Washington, DC 20006  
Tel: 202-756-2868 (b) (6)  
Fax: 202-756-2869

CONFIDENTIALITY NOTICE: This e-mail message, including attachments, if any, is intended only for the person or entity to which it is addressed and may

contain  
confidential and/or privileged material. Any unauthorized review, use,  
disclosure or distribution is prohibited and subject to prosecution. If you  
are  
not the intended recipient, please contact the sender by reply e-mail, and  
delete  
or destroy all copies of the message, including its attachments. If you are  
the  
intended recipient but do not wish to receive communications through this  
medium,  
please so advise the sender immediately.

*International Brotherhood of*

**BOILERMAKERS • IRON SHIP BUILDERS**

753 State Avenue

**NEWTON B. JONES**  
INTERNATIONAL PRESIDENT  
SUITE 570  
913-371-2640  
FAX: 913-281-8101



**BLACKSMITHS • FORGERS & HELPERS**

Kansas City, Kansas 66101-2511

**WILLIAM T. CREEDEN**  
INTERNATIONAL SECRETARY-TREASURER  
SUITE 565  
913-371-2640  
FAX: 913-281-8102

May 7, 2015

*Sent Via Email*

The Honorable Lauren McFerran  
National Labor Relations Board  
1099 14th Street, NW  
Washington, DC 20570-0001

Dear Ms. McFerran:

On behalf of the International brotherhood of Boilermakers Iron Ship Builders, Blacksmiths, Forgers and Helpers, you are cordially invited to attend our 47th Annual Congressional Reception on Tuesday, May 19, 2015 from 6:00 to 8:00 p.m. at the Capital Hilton 1001 16<sup>th</sup> Street, NW, in the Presidential Ballroom.

We hope you will join us and meet our Boilermaker members, officers and staff. Please rsvp to [cconroy@boilermakers.org](mailto:cconroy@boilermakers.org). For general questions please contact the Boilermakers' Department of Government Affairs at 202-756-2868 x0 or email (b) (6) (b) (6) at (b) (6) @boilermakers.org.

With best wishes, I am

Fraternally yours,

Newton B. Jones  
International President

**From:** [Matthew Ginsburg](#)  
**To:** [McFerran, Lauren](#)  
**Subject:** RE: Invitation to speak to Law Student Union Summer students at AFL-CIO  
**Date:** Thursday, May 21, 2015 11:14:00 AM

---

Great! Yes, it's on the 6<sup>th</sup> Floor at the AFL-CIO. When you come to the front desk, just tell them that you are here to see me and you will be brought upstairs.

Have a good Memorial Day weekend and see you next week.

Matt Ginsburg  
Associate General Counsel  
AFL-CIO

---

**From:** McFerran, Lauren [<mailto:Lauren.McFerran@nlrb.gov>]  
**Sent:** Thursday, May 21, 2015 10:48 AM  
**To:** Matthew Ginsburg  
**Subject:** RE: Invitation to speak to Law Student Union Summer students at AFL-CIO

Let's plan for 10 on Thursday the 28<sup>th</sup>. It's at the AFL building, right?

Thanks!  
Lauren

---

**From:** Matthew Ginsburg [<mailto:Mginsburg@aflcio.org>]  
**Sent:** Wednesday, May 13, 2015 11:43 AM  
**To:** McFerran, Lauren  
**Subject:** RE: Invitation to speak to Law Student Union Summer students at AFL-CIO

Thanks Lauren. If you're sure you don't mind coming by while you are on vacation, we'd love to have you at whatever time is convenient for you that morning. 10:00 is totally fine, or 10:30, whatever works best for you – just let me know.

Once you're here, we'll plan for you to speak to the students for an hour, with you talking for about 20 minutes or so about your position as a Board member as well as your background in labor law and working on the Hill and then taking questions from the students for the balance of the time.

Thanks so much for agreeing to do this, Matt

Matt Ginsburg  
Associate General Counsel  
AFL-CIO

---

**From:** McFerran, Lauren [<mailto:Lauren.McFerran@nlrb.gov>]

**Sent:** Wednesday, May 13, 2015 11:22 AM

**To:** Matthew Ginsburg

**Subject:** RE: Invitation to speak to Law Student Union Summer students at AFL-CIO

Sorry for the delay in getting back to you. I am technically on vacation that week but I will actually be in town on the 28<sup>th</sup>. If I could pop by right after (b) (6) (maybe around 10am?) I could probably make it work...

Let me know if that would work out from your end.

Thanks,  
Lauren

---

**From:** Matthew Ginsburg [<mailto:Mginsburg@aflcio.org>]

**Sent:** Wednesday, May 13, 2015 10:30 AM

**To:** McFerran, Lauren

**Subject:** FW: Invitation to speak to Law Student Union Summer students at AFL-CIO

Lauren,

Just following up to make sure that you received this invitation. I hope very much that you can join us.

Thanks,

Matt Ginsburg  
Associate General Counsel  
AFL-CIO

---

**From:** Matthew Ginsburg

**Sent:** Friday, May 08, 2015 10:50 AM

**To:** Lauren McFerran ([Lauren.McFerran@nlrb.gov](mailto:Lauren.McFerran@nlrb.gov))

**Subject:** Invitation to speak to Law Student Union Summer students at AFL-CIO

Dear Lauren,

I am writing to invite you to speak to law students participating in the AFL-CIO's Law Student Union Summer program at the AFL-CIO on Wednesday, May 27 or Thursday, May 28.

Each year, the AFL-CIO's Law Student Union Summer program places eight law students with AFL-CIO affiliate unions around the country to work on organizing and contract campaigns under the supervision of experienced union labor lawyers. This program, which emphasizes learning legal skills through field placements, was started over a decade ago by Nancy Schiffer in order to train a new generation of "organizing lawyers." Graduates of the program currently work all over the country as union in-house counsel, in private practice as union-side labor lawyers, and in government, including

at the NLRB.

Before the students set out on their placements, we bring them to the AFL-CIO for a two day orientation and training. Each year we have had the privilege to have a member of the NLRB or other NLRB representative come to speak to the students. We would be very excited if you could join us this year. We would ask that you spend about an hour with the students, speaking informally with them about your position as a Board member as well as your background in labor law and working on legislative matters related to the rights of working people.

It would be wonderful if you could join us during the afternoon of Wednesday, May 27 or in the morning on Thursday, May 28. However, I am happy to do my best to accommodate your schedule if there are better times for you on either of those days.

Thanks very much in advance for considering this invitation. Please let me know if you have any questions.

Best regards,

Matt

Matt Ginsburg  
Associate General Counsel  
AFL-CIO  
815 Sixteenth Street, NW  
Washington, DC 20006  
(202) 637-5397  
[mginsburg@aflcio.org](mailto:mginsburg@aflcio.org)

**From:** [McFerran, Lauren](#)  
**To:** (b) (6)  
**Subject:** RE: Law Student Union Summer presentation tomorrow 10-11am  
**Date:** Wednesday, May 27, 2015 4:08:00 PM

---

Sounds good. See you then. Thanks!

---

**From:** (b) (6) [mailto:(b) (6)@aflcio.org]  
**Sent:** Wednesday, May 27, 2015 9:51 AM  
**To:** McFerran, Lauren  
**Subject:** Law Student Union Summer presentation tomorrow 10-11am

Ms. McFerran,

I hope you had a great long weekend. I'm writing to confirm that we will see you for your presentation tomorrow from 10-11am at the AFL-CIO on the Sixth Floor. You will need to show ID to the front desk and they will let us know you're down there to be escorted up. Please let me know if you have any questions. We're looking forward to seeing you!

Best,  
(b) (6)

(b) (6)  
AFL-CIO Office of the General Counsel

815 Sixteenth Street, NW  
Washington, DC 20006  
(202) 637-5385  
202-637-5323 (fax)

**From:** [Catherine Ruckelshaus](#)  
**To:** [McFerran, Lauren](#)  
**Subject:** Hello and an application from (b) (6)  
**Date:** Sunday, October 25, 2015 4:43:10 PM

---

Hi, Lauren, I hope all is well with you. I am writing to call your attention to a very strong candidate who's applied for an attorney position in your office: (b) (6). (b) (6) is an incredibly smart and hardworking person, with a real feel for the practicalities and legal impediments some workers face in today's workplaces. (b) (6)

(b) (6)

(b) (6)

Let me know if I can provide any additional information.

Thanks,

Cathy Ruckelshaus

Catherine K. Ruckelshaus  
General Counsel and Program Director  
National Employment Law Project  
75 Maiden Lane, Suite 601  
New York, NY 10038  
(212) 285-3025 x 306  
cruckelshaus@nelp.org



**From:** [Alma Henderson](#)  
**To:** [McFerran, Lauren](#)  
**Cc:** [Colwell, John F.](#)  
**Subject:** Re: Invitation to AFSCME-SEIU Lawyers Conference Reception Event - November 16  
**Date:** Monday, November 16, 2015 11:03:00 AM

---

Great, we look forward to seeing you.

On Mon, Nov 16, 2015 at 10:52 AM, McFerran, Lauren <[Lauren.McFerran@nlrb.gov](mailto:Lauren.McFerran@nlrb.gov)> wrote:

Thank you. I look forward to attending and will bring a check with me.

Best,

Lauren

**From:** Alma Henderson [mailto:[alma.henderson@seiu.org](mailto:alma.henderson@seiu.org)]  
**Sent:** Friday, November 13, 2015 1:37 PM  
**To:** McFerran, Lauren <[Lauren.McFerran@nlrb.gov](mailto:Lauren.McFerran@nlrb.gov)>  
**Cc:** Colwell, John F. <[John.Colwell@nlrb.gov](mailto:John.Colwell@nlrb.gov)>  
**Subject:** Fwd: Invitation to AFSCME-SEIU Lawyers Conference Reception Event - November 16

Dear Board Member McFerran:

I am working with our General Counsel Judy Scott to plan next week's joint AFSCME-SEIU Lawyers' Conference. We are really delighted that you will be joining us for the reception. If you will bring with you a check for \$20, that will more than cover your share of the reception's cost.

We look forward to seeing you next week, - Alma

--

Alma C. Henderson, Associate General Counsel  
Service Employees International Union  
1800 Massachusetts Avenue NW  
Washington, DC 20036  
[\(202\) 730-7450](tel:(202)730-7450)  
[\(202\) 429-5565](tel:(202)429-5565) (fax)

This message is intended only for the use of the individual or entity to whom it is addressed, is confidential, and may contain information that is privileged and exempt from disclosure under applicable law. Unless you are the addressee, or are authorized to receive this message for the addressee, you are hereby notified that any dissemination, distribution, or copying of this message, its attachments or any information contained in the message or attachments, is strictly prohibited. If you are not the addressee, please advise the sender by reply e-mail at [alma.henderson@seiu.org](mailto:alma.henderson@seiu.org) and delete the message and any attachments.

To ensure compliance with requirements imposed by the IRS, please be advised that, unless otherwise expressly indicated, any federal tax advice contained in this communication was not intended or written to be used, and cannot be used, for the purpose of (i) avoiding tax-related penalties under the Internal Revenue Code or applicable state or local tax law provisions or (ii) promoting, marketing or recommending to another party any tax-related matter addressed herein.

----- Forwarded message -----

From: **Judy Scott** <[judy.scott@seiu.org](mailto:judy.scott@seiu.org)>

Date: Mon, Oct 26, 2015 at 5:03 PM

Subject: Invitation to AFSCME-SEIU Lawyers Conference Reception Event - November 16

To: [lauren.mcferran@nlrb.gov](mailto:lauren.mcferran@nlrb.gov)

Cc: Bill Lurye <[BLurye@afscme.org](mailto:BLurye@afscme.org)>, [john.colwell@nlrb.gov](mailto:john.colwell@nlrb.gov)

Dear Board Member McFerran:

Bill Lurye and I would like to invite you to attend the opening reception event of the first ever joint AFSCME-SEIU Lawyers Conference scheduled for November 16 from 5:30pm-7pm at the Omni Shoreham Hotel.

The conference begins on Monday afternoon, and runs through Wednesday November 18.

It will be a widely attended conference of lawyers from law firms and in-house departments across the country. It would be wonderful if you had time to come by to participate in the reception event.

Please let me know if you need any additional information. We are extending this invitation to NLRB Chairman Pearce and other Board Members and their Chief Counsels. I've copied John here.

Let me know if you can join us. We certainly hope so!

Judy

--

Alma C. Henderson, Associate General Counsel  
Service Employees International Union  
1800 Massachusetts Avenue NW  
Washington, DC 20036  
(202) 730-7450  
(202) 429-5565 (fax)

This message is intended only for the use of the individual or entity to whom it is addressed, is confidential, and may contain information that is privileged and exempt from disclosure under applicable law. Unless you are the addressee, or are authorized to receive this message for the addressee, you are hereby notified that any dissemination, distribution, or copying of this message, its attachments or any information contained in the message or attachments, is strictly prohibited. If you are not the addressee, please advise the sender by reply e-mail at [alma.henderson@seiu.org](mailto:alma.henderson@seiu.org) and delete the message and any attachments.

To ensure compliance with requirements imposed by the IRS, please be advised that, unless otherwise expressly indicated, any federal tax advice contained in this communication was not intended or written to be used, and cannot be used, for the purpose of (i) avoiding tax-related penalties under the Internal Revenue Code or applicable state or local tax law provisions or (ii) promoting, marketing or recommending to another party any tax-related matter addressed herein.

**From:** [Mady Gilson](#)  
**To:** [Jennifer Hunter](#); [Maryann Parker](#)  
**Cc:** [Dora Chen \(dora.chen@seiu.org\)](#); [jenny.hunter@seiu.org](#); [Kimberly.sanchez@seiu.org](#); [McFerran, Lauren](#); [cfredrickson@ACS.org](#); [Stephanie Baker](#)  
**Subject:** RE: FW: B&K Holiday Party  
**Date:** Wednesday, December 2, 2015 11:42:32 AM

---

You're welcome! Sorry this didn't happen every year.

**From:** Jennifer Hunter [mailto:[jennifer.hunter@seiu.org](mailto:jennifer.hunter@seiu.org)]  
**Sent:** Wednesday, December 02, 2015 11:35 AM  
**To:** Maryann Parker  
**Cc:** Mady Gilson; Dora Chen ([dora.chen@seiu.org](mailto:dora.chen@seiu.org)); [jenny.hunter@seiu.org](mailto:jenny.hunter@seiu.org); [Kimberly.sanchez@seiu.org](mailto:Kimberly.sanchez@seiu.org); [Lauren.mcferran@nlrb.gov](mailto:Lauren.mcferran@nlrb.gov); [cfredrickson@ACS.org](mailto:cfredrickson@ACS.org); Stephanie Baker  
**Subject:** Re: FW: B&K Holiday Party

Me too--thanks for the info, Mady!

Jenny Hunter  
Associate General Counsel  
Service Employees International Union  
1800 Massachusetts Ave. NW  
Washington, DC 20036  
[jennifer.hunter@seiu.org](mailto:jennifer.hunter@seiu.org)  
(202) 730-7682 (office)  
(202) 664-3640 (mobile)  
(202) 429-5565 (fax)

This message is intended only for the use of the individual or entity to whom it is addressed, is confidential, and may contain information that is privileged and exempt from disclosure under applicable law. Unless you are the addressee, or are authorized to receive this message for the addressee, you are hereby notified that any dissemination, distribution, or copying of this message, its attachments or any information contained in the message or attachments, is strictly prohibited. If you are not the addressee, please advise the sender by reply e-mail at [jennifer.hunter@seiu.org](mailto:jennifer.hunter@seiu.org) and delete the message and any attachments.

On Wed, Dec 2, 2015 at 10:20 AM, Maryann Parker <[maryann.parker@seiu.org](mailto:maryann.parker@seiu.org)> wrote:  
Thank you, Mady! I will rsvp to Stephanie.

On Wed, Dec 2, 2015 at 10:07 AM, Mady Gilson <[mgilson@bredhoff.com](mailto:mgilson@bredhoff.com)> wrote:  
Maryann, Dora, Jenny, Kim, Lauren and Caroline,

As promised, here is your official invitation to the B&K holiday party. Children definitely welcome.

Please let Stephanie know if you'll be able to come. If you're bringing kids, please be sure to send their full names and ages.

We really hope you can make it.

Best,

Mady

---

**From:** Stephanie Baker  
**Sent:** Monday, November 30, 2015 11:31 AM  
**To:** Everybody  
**Cc:** Stephanie Baker  
**Subject:** B&K Holiday Party

You, your family and significant others are invited to the annual B&K holiday party which will be held on Friday, December 11, 2015 from 5:00 to 8:00 PM here at the firm. A buffet dinner will be served and there will be entertainment for the children. We'll also have a caricaturist. I've also heard a rumor that Santa is going to stop by to give gifts to all of the children.

Please feel free to reach out to former B&K people to let them know that they too are invited. Ask them, however, to RSVP to me **via email or telephone by the deadline**, since we will need a head count for dinner and gifts for their children, if they want to bring them to the party.

Please RSVP (yes or no) the following information to me by **MONDAY, DECEMBER 7, 2015 (ONE WEEK FROM TODAY)**.

NUMBER OF PEOPLE FOR DINNER

Adults\_\_\_\_\_

Children\_\_\_\_\_

**Please also provide the NAMES (first name and surname) AND AGES OF THE CHILDREN** (for the holiday gifts from Santa and the firm). Santa would like to start making toys next weekend, so would be grateful to know, by the **END OF THIS WEEK**, which children are coming.

Stephanie A. Baker, Administrator  
Bredhoff & Kaiser P.L.L.C.  
805 15th Street N.W.  
Suite 1000  
Washington D.C. 20005  
PH [\(202\) 842-2600](tel:(202)842-2600)  
FAX [\(202\) 842-1888](tel:(202)842-1888)  
[www.bredhoff.com](http://www.bredhoff.com)

\*\*\*\*\*

This Electronic Transmission Is Intended Only For The Addressee Shown Above. It

May Contain Information That Is Privileged, Confidential Or Otherwise Protected From Disclosure. Any Review, Dissemination Or Use Of This Transmission Or Its Contents By Persons Other Than The Addressee Is Strictly Prohibited. If You Have Received This Electronic Transmission In Error, Please Delete the E-Mail And Notify Us Immediately By Telephone Or By Reply E-Mail.

To Ensure Compliance With The Requirements Imposed By The Internal Revenue Service In IRS Circular 230, Please Be Informed That Any Tax Advice Contained In This Communication (Including Any Attachments) Is Not Intended Or Written To Be Used, And Cannot Be Used, For The Purpose Of (i) Avoiding Tax-Related Penalties Under The Internal Revenue Code Or (ii) Promoting, Marketing Or Recommending To Another Party Any Tax-Related Matter Addressed Herein.

\*\*\*\*\*

---

This email has been scanned by the Symantec Email Security.cloud service.  
For more information please visit <http://www.symanteccloud.com>

---

--

Maryann Parker  
Associate General Counsel  
Service Employees International Union  
1800 Massachusetts Ave. NW  
Washington, DC 20036  
Tel. [\(202\) 730-7734](tel:(202)730-7734)  
Cell [\(202\) 262-0102](tel:(202)262-0102)

This message is intended only for the use of the individual or entity to whom it is addressed, is confidential, and may contain information that is privileged and exempt from disclosure under applicable law. Unless you are the addressee, or are authorized to receive this message for the addressee, you are hereby notified that any dissemination, distribution, or copying of this message, its attachments or any information contained in the message or attachments, is strictly prohibited. If you are not the addressee, please advise the sender by reply e-mail at [maryann.parker@seiu.org](mailto:maryann.parker@seiu.org) and delete the message and any attachments.

To ensure compliance with requirements imposed by the IRS, please be advised that, unless otherwise expressly indicated, any federal tax advice contained in this communication was not intended or written to be used, and cannot be used, for the purpose of (i) avoiding tax-related penalties under the Internal Revenue Code or applicable state or local tax law provisions or (ii) promoting, marketing or recommending to another party any tax-related matter addressed herein.

---

This email has been scanned by the Symantec Email Security.cloud service.

For more information please visit <http://www.symanteccloud.com>

---

---

This email has been scanned by the Symantec Email Security.cloud service.  
For more information please visit <http://www.symanteccloud.com>

---

**From:** [Lynn Rhinehart](#)  
**To:** [McFerran, Lauren](#)  
**Subject:** RE: possible dates for lunch  
**Date:** Monday, December 14, 2015 10:17:18 AM

---

Yes!

Any preferences as to place or time?

Feel like getting downtown, or should I come over there? either way is fine.

---

**From:** McFerran, Lauren [mailto:Lauren.McFerran@nlrb.gov]  
**Sent:** Monday, December 14, 2015 9:53 AM  
**To:** Lynn Rhinehart <lrhinehart@aflcio.org>  
**Subject:** RE: possible dates for lunch

Are we still on for lunch today?

---

**From:** Lynn Rhinehart [<mailto:lrhinehart@aflcio.org>]  
**Sent:** Wednesday, December 02, 2015 3:35 PM  
**To:** McFerran, Lauren <[Lauren.McFerran@nlrb.gov](mailto:Lauren.McFerran@nlrb.gov)>  
**Subject:** Re: possible dates for lunch

Excellent. Looking forward to catching up!

Sent from my BlackBerry 10 smartphone.

---

**From:** McFerran, Lauren  
**Sent:** Wednesday, December 2, 2015 3:26 PM  
**To:** Lynn Rhinehart  
**Subject:** RE: possible dates for lunch

Monday the 14<sup>th</sup> sounds great! Let's pencil it in.

Safe travels,  
Lauren

---

**From:** Lynn Rhinehart [<mailto:lrhinehart@aflcio.org>]  
**Sent:** Wednesday, December 02, 2015 3:15 PM  
**To:** McFerran, Lauren <[Lauren.McFerran@nlrb.gov](mailto:Lauren.McFerran@nlrb.gov)>  
**Subject:** possible dates for lunch

The 14<sup>th</sup>?

The 16<sup>th</sup>?

Others?



**From:** [Lynn Rhinehart](#)  
**To:** [McFerran, Lauren](#)  
**Subject:** RE: possible dates for lunch  
**Date:** Monday, December 14, 2015 12:21:23 PM

---

Ok see you soon

---

**From:** McFerran, Lauren [mailto:Lauren.McFerran@nlrb.gov]  
**Sent:** Monday, December 14, 2015 12:18 PM  
**To:** Lynn Rhinehart <lrhinehart@aficio.org>  
**Subject:** RE: possible dates for lunch

Bad metro luck -- I might be a few minutes late but we have a 12:30 reservation in my name.

Sent from [Outlook](#)

On Mon, Dec 14, 2015 at 7:41 AM -0800, "Lynn Rhinehart" <[lrhinehart@aficio.org](mailto:lrhinehart@aficio.org)> wrote:

Great. See you there then!

---

**From:** McFerran, Lauren [mailto:Lauren.McFerran@nlrb.gov]  
**Sent:** Monday, December 14, 2015 10:39 AM  
**To:** Lynn Rhinehart <[lrhinehart@aficio.org](mailto:lrhinehart@aficio.org)>  
**Subject:** RE: possible dates for lunch

Would metro center be a good midpoint? Perhaps Chef Geoff's at 13<sup>th</sup> & F? 12:30?

---

**From:** Lynn Rhinehart [mailto:lrhinehart@aficio.org]  
**Sent:** Monday, December 14, 2015 10:17 AM  
**To:** McFerran, Lauren <[Lauren.McFerran@nlrb.gov](mailto:Lauren.McFerran@nlrb.gov)>  
**Subject:** RE: possible dates for lunch

p.s. I have to be back by a little before 2.

---

**From:** McFerran, Lauren [mailto:Lauren.McFerran@nlrb.gov]  
**Sent:** Monday, December 14, 2015 9:53 AM  
**To:** Lynn Rhinehart <[lrhinehart@aficio.org](mailto:lrhinehart@aficio.org)>  
**Subject:** RE: possible dates for lunch

Are we still on for lunch today?

---

**From:** Lynn Rhinehart [mailto:lrhinehart@aficio.org]  
**Sent:** Wednesday, December 02, 2015 3:35 PM

**To:** McFerran, Lauren <[Lauren.McFerran@nlrb.gov](mailto:Lauren.McFerran@nlrb.gov)>

**Subject:** Re: possible dates for lunch

Excellent. Looking forward to catching up!

Sent from my BlackBerry 10 smartphone.

---

**From:** McFerran, Lauren

**Sent:** Wednesday, December 2, 2015 3:26 PM

**To:** Lynn Rhinehart

**Subject:** RE: possible dates for lunch

Monday the 14<sup>th</sup> sounds great! Let's pencil it in.

Safe travels,

Lauren

---

**From:** Lynn Rhinehart [<mailto:lrhinehart@aficio.org>]

**Sent:** Wednesday, December 02, 2015 3:15 PM

**To:** McFerran, Lauren <[Lauren.McFerran@nlrb.gov](mailto:Lauren.McFerran@nlrb.gov)>

**Subject:** possible dates for lunch

The 14<sup>th</sup>?

The 16<sup>th</sup>?

Others?

**From:** (b) (6)  
**To:** (b) (6); Ortiz, M. Lucero - OSHA; Ana Ma; Hirozawa, Kent; McFerran, Lauren; Colwell, John F.; Griffin, Richard F.; Abruzzo, Jennifer; McNicholas, Celine; (b) (6); jcalemine@cwa-union.org; SRamirez@bctd.org; denise.forte@mail.house.gov; brian.kennedy@mail.house.gov; Liz.Watson@mail.house.gov; richard.miller@mail.house.gov; Cbecker@afcio.org; lrheinhardt@afcio.org; NDominquez@afcio.org; erin@iwi.org; liz@iwi.org; Sarita@iwi.org; judy.scott@seiu.org; (b) (6); Felicia\_Escobar@who.eop.gov; Ginette\_Magana@who.eop.gov; Benjamin\_C\_Olinsky@who.eop.gov; marybeth.maxwell@hrc.org  
**Cc:** Waits, Jennifer B - OCIA  
**Subject:** Garza Farewell TODAY at 4pm at DOL (visitor's entrance -- 3rd and C Street, NW)  
**Date:** Monday, December 14, 2015 2:28:38 PM  
**Importance:** High

---

All:

Once you have arrived and cleared security, **please call 202-693-4600** for an escort.

Thanks and we look forward to seeing you this afternoon!

(b) (6)  
(b) (6)  
Department of Labor  
200 Constitution Avenue, NW  
Washington, DC 20210  
(b) (6)  
(b) (6) @dol.gov

**From:** [Hoffman, Brad](#)  
**To:** [Pearce, Mark G.](#); [Hirozawa, Kent](#); [McFerran, Lauren](#); [Miscimarra, Philip A.](#); [Griffin, Richard E.](#); [Abruzzo, Jennifer](#); [Shinners, Gary W.](#)  
**Cc:** [Susan Davis](#); [Hiller, Jeffrey S.](#); [hsinger@bushgottlieb.com](mailto:hsinger@bushgottlieb.com); [cpowell@littler.com](mailto:cpowell@littler.com); [Stan Gosch \(sgosch@cwa-union.org\)](mailto:Stan.Gosch@cwa-union.org); [jsnyder@dilworthlaw.com](mailto:jsnyder@dilworthlaw.com)  
**Subject:** ABA Committee on Practice and Procedure Under the National Labor Relations Act  
**Date:** Monday, February 8, 2016 6:22:58 PM  
**Attachments:** [Letter to NLRB - 2016.pdf](#)

---

TO: The Chairman, Members, General Counsel, Chief Administrative Law Judge and Executive Secretary of the National Labor Relations Board

FROM: The ABA Committee on Practice and Procedure Under the National Labor Relations Act

The attached letter summarizes a number of the questions and concerns raised by practitioners attending our Committee's Regional Subcommittee meetings this past fall. We present them as an outline of issues that we would appreciate the Board and General Counsel addressing at our Committee's upcoming Midwinter Meeting on February 23-27, 2016.

Thank you.

**Brad Hoffman**  
**Director, Section of Labor & Employment Law**  
American Bar Association  
321 N. Clark Street  
Chicago, IL 60654

T: 312.988.5815  
M: 312.451.2368  
F: 312.988.5814  
[brad.hoffman@americanbar.org](mailto:brad.hoffman@americanbar.org)  
[www.americanbar.org](http://www.americanbar.org)

**CHAIR**

Wayne N. Outten  
Outten & Golden LLP  
3 Park Avenue, Floor 29  
New York, NY 10016  
Phone: (212) 245-1000  
wno@outtengolden.com

**CHAIR-ELECT**

Gail Golman Holtzman  
Kass Shuler, P.A.  
1505 N. Florida Avenue  
Post Office Box 800  
Tampa, FL 33602  
Phone: (813) 405-2895  
gholtzma@kasslaw.com

**VICE CHAIRS**

Don Slesnick  
Joseph E. Tilson

**IMMEDIATE PAST CHAIR**

Joyce Margulies

**SECRETARY**

Scott A. Moss

**SECRETARY-ELECT**

Thomas C. Goldstein

**SECTION DELEGATES**

**TO THE**

**HOUSE OF DELEGATES**

Keith D. Frazier  
Cynthia E. Nance  
Don Slesnick

**SECTION GOVERNANCE**

**LIAISONS**

Victoria L. Bor  
Gordon E. Krischer

**COUNCIL MEMBERS**

Paula Graves Ardelean  
Jonathan Ben-Asher  
Denise M. Clark  
Kelly M. Dermody  
Douglas E. Dexter  
Kathryn Burkett Dickson  
John H. Ferguson  
Samantha C. Grant  
Peter A. Janus  
Louis Lopez  
William Lurye  
Lynlee Wells Palmer  
Arnold H. Pedowitz  
Charles A. Powell IV  
Julie Richard-Spencer  
Howard Z. Rosen  
Richard Rosenblatt  
Yona Rozen  
Susan Grody Ruben  
W.V. Bernie Siebert  
Hope J. Singer  
Joseph E. Tilson  
Joseph J. Torres  
Julie A. Totten  
George L. Washington, Jr.  
C. Geoffrey Weirich  
Gwynne A. Wilcox

**BOARD OF GOVERNORS**

**LIAISON**

Eduardo R. Rodriguez

**LAW STUDENT DIVISION**

**LIAISON**

Jared Wise

**YOUNG LAWYERS DIVISION**

**LIAISON**

Molly K. Gabel

**SECTION DIRECTOR**

Brad Hoffman

**ASSISTANT DIRECTOR**

Christopher Meacham

**TO:** The Chairman, Members, General Counsel, Chief Administrative Law Judge and Executive Secretary of the National Labor Relations Board

**FROM:** The ABA Committee on Practice and Procedure Under the National Labor Relations Act

**DATE:** February 4, 2016

**Greetings:**

This letter summarizes a number of the questions and concerns raised by practitioners attending our Committee's Regional Subcommittee meetings this past fall. We present them as an outline of issues that we would appreciate the Board and General Counsel addressing at our Committee's upcoming Midwinter Meeting on February 23-27, 2016.

We view the Board and General Counsel sessions at our Midwinter Meetings as the highlight of our meetings, and practitioners greatly appreciate the opportunity to meet with the Board Members, General Counsel and senior staff in this small group setting. This year, we will be holding two sessions for the Board, including a joint session with DLL, and two for the General Counsel and staff, which will ensure that you have ample time to cover all of the issues you wish to address in addition to the matters that we have raised in this letter. We attach a draft agenda for your review and, again, look forward to your presentations.

**I. Unfair Labor Practice Issues**

**A. Statistics**

1. Please provide the number of ULP charges filed, the settlement rate, the number of complaints issued, the litigation win rate, the number and type of cases sent to the Division of Advice, the median and/or the average length of time a case remains in the Division of Advice.
2. Please provide the same statistics for cases which involve a claim of interference with Section 7 rights, including social media and handbook cases, where no union is involved. How do these numbers compare to prior years? If possible, please also break down the statistics by the nature of the issue (e.g., Facebook posting, *D.R. Horton* issue, confidentiality policy, etc.).
3. In FY 2015, how many Motions for Summary Judgment (MSJs) were filed as a result of an alleged default in a settlement agreement that included a default provision? What were the results of such MSJs?
4. Regarding time and geographic limits placed on default provisions, is this information available by Region, and if so, can you please include such statistics by Region?

5. Since OM 14-48, has there been any further guidance to Regions regarding default language; if not, is any planned?
6. Have Regions been given any guidance regarding discretion to include non-admissions clauses in settlement agreements; if not, is any such guidance planned?
7. Can you please provide statistics on pre-arbitral and post-arbitral deferrals, including the number of cases deferred and the length of time the cases have been pending? Does this represent a change from prior years?
8. Can you please share statistics concerning the use of investigative subpoenas to obtain testimony and documents, the frequency of petitions to revoke, and the success of such petitions? Can you please break down the statistics as between subpoenas directed at respondents and non-parties?
9. Are statistics kept on the number of cases in which a compliance hearing is needed after a Board remedial order has issued? If so, please provide.
10. How many dismissed cases were appealed to the Division of Appeals; what percentage of cases were overturned, and what are the median and average time a case is pending in Appeals?
11. Does the Board plan to publish statistics in its Annual Reports, as it has done in the past?

B. Section 10(j) Injunctions

1. Please provide statistics concerning the number of 10(j) injunctions requested by the Regions, the number submitted to the Board, the number authorized by the Board and the number granted by the courts.
2. Please also provide statistics regarding the average time between the filing of the charge and when the Region submits a request to Advice, when the Region makes a determination to issue a complaint, when the complaint is filed, when the case is filed in federal court, and the date of any injunction determination.
3. Please describe any trends and/or cases of first impression presented in 10(j) cases this past year.
4. Please discuss your views on the recent case *Ohr v. Arlington Metals Corp.*, where the court held that the Board's delay in seeking 10(j) relief precluded the grant of such relief.
5. Please provide any feedback given as a result of the video-conference sessions with the 10(j) coordinators and Regional management regarding best practices and 10(j) training materials.
6. Before proceeding with 10(j) injunction requests, how often does the Board wait for: (a) affidavits; (b) ALJ transcripts; or, (c) ALJ decisions? What is the reasoning for making a particular choice in a particular case?

C. Deferral

1. Are there any new considerations with respect to deferring cases pre-arbitration and/or deferring to arbitration decisions after *Babcock & Wilcox* and GC Memo 15-02?
2. What kinds of cases concerning deferral are being sent to Advice?
3. To what extent has the direction to the Regions to make “arguable merit” determinations resulted in more cases being dismissed rather than deferred under *Collyer*?
4. What guidance has been given to the Regions to ensure that the new 8(a)(3) deferral standards are being implemented properly?
5. Are there any pending cases raising *Babcock & Wilcox* issues?

D. Investigative Subpoenas

1. Are there any new considerations or policies with respect to the issuance or enforcement of investigative subpoenas?
2. Please provide FY 2015 statistics regarding the number of investigative subpoenas issued as a percentage of total charges filed.
3. What guidance, if any, is provided to the Regions in connection with the issuance of charges where there are not corroborating witnesses and/or documents?
4. What guidance, if any, is provided to the Regions concerning the issuance of investigative subpoenas?

E. Access to Information

1. GC Memo 15-07 provides that the public must submit a FOIA request to obtain certain information about employees. Are the redaction and FOIA standards referenced in GC Memo 15-07 applied to both supervisory and non-supervisory employees’ information? If these standards are different for supervisory employees, then what is the basis for the distinction? Is there a process to challenge the determination of whether someone is deemed a “supervisor” in this context before the information is made publicly available without redaction?
2. Are the foregoing FOIA requirements applied to representation petitions and, if so, please provide the rationale for doing so.
3. What is the Board’s preferred mechanism to facilitate counsel for represented parties obtaining copies of charges and petitions without having to submit a FOIA request?
4. Has the Board considered creating an online mechanism for counsel to obtain charges and other filings akin to PACER’s password and registered user system?

5. Has the Board considered adding a page to its website to publish petitions for review, applications for enforcement, or monthly appellate reports?
6. Is the Board considering publishing settlement agreements with redacted party and witness names, case numbers, and other identifying information?
7. Have instructions been provided to the Regions and staff regarding updates to the NextGen system? If so, please share.
8. Charges filed under the Board's updated online charge filing system permit employees to check online boxes and choose various violations and create a charge. Are these charges reviewed before they are assigned to an agent and served on the employer? If so, are the Regions provided with guidance on handling such charges?
9. Have the Regions reported any of the following issues with the new filing system?
  - a. Practitioners must choose between filing "on behalf of a union" and "as a legal representative." What should parties do if both apply? If a party chooses filing on behalf of a union, the legal representative's name appears as the name of the party filing the charge along with the union.
  - b. The "name of union" and "name of employer" are formatted as if they were names of individuals, with prefixes (e.g., Mr. or Ms.), first name and last name and suffixes (e.g., Jr.).
  - c. Does the information entered in Step 5 "Additional Details," fully become part of the charge (this is the information that appears on the second page with additional information)? Is it sent to the employer?
  - d. Is there a mechanism for amending or withdrawing charges?
  - e. Is the public at large able to view the charge? If so, is it viewable immediately upon filing?
  - f. What is the relationship between the filing confirmation number and the traditional case docket number?
  - g. Can parties no longer e-file a pdf? If they do so, will it be converted to a web formatted charge?
  - h. If parties fax in a charge, will it be converted to a web formatted charge?

F. GC Memo 15-04

1. Has the Board seen a reduction in the number of charges related to employer work rules and handbooks since the issuance of GC Memo 15-04?



G. Noel Canning

1. Please provide an update on the status of cases affected by *Noel Canning*. Has the result changed in any of the cases that have been reconsidered? Please provide a list of any remaining cases that have not yet been re-reviewed.
2. In light of *SW General, Inc. dba Southwest Ambulance*, what actions has the Board taken or does it plan to undertake in cases in which the authority of the General Counsel or a Regional Director has been called into question?

H. Time Targets

1. What are the current time frames for case dispositions?
2. In FY 2015, did you meet the overall goal of issuing at least 50% of all decisions within 90 days of the close of the hearing and within 45 days of receipt of briefs or other submissions?
3. Has there been a change to allow for more flexibility in settlements, and if so, please describe?
4. Practitioners would appreciate an in-depth explanation of how time targets and their exceptions are applied.
5. To what extent do time targets impact the quality of investigations and deliberations?
6. What are the consequences of allowing a case to go “over age”?
7. How often do cases go “over age” across the Agency?
8. What are acceptable reasons to allow a case to go “over age”?
9. What events will toll or suspend the time targets?

I. **General Case Processing Issues**

1. Please provide an update on the current approach to the handling of *D.R. Horton/Murphy Oil* cases.
2. Please provide a list of the pending cases involving *D.R. Horton/Murphy Oil* issues, the status of such cases, and the Regions in which they are pending.

II. **Remedies**

1. Following HTH, 361 NLRB No. 65, have there been any submissions in which Advice has recommended seeking an HTH remedy or the General Counsel has sought an award of front pay?

2. Does the Agency have any plans to increase Regional staff training with regard to the deferred action process under the Department of Homeland Security policies?
3. Are Regions seeking additional remedies where Hoffman Plastic bars back pay? If so, please describe. How many formal settlements have resulted where Hoffman Plastic bars back pay?
4. Since GC memo 15-03 was released, have there been any cases where the Board has sought contempt to ensure compliance with the terms of these formal settlement agreements?

### III. Representation Cases

#### A. Statistics

1. Please provide statistics concerning the number of RC and RD petitions filed, the number of elections conducted in each category, the results of such elections by types of petition, and the union win rate.
2. Please provide statistics for both FY 2015 as a whole and for 2015 following implementation of the new election rules, compared to prior years or comparable periods (mid-April to year end), concerning the median number of days from petition to election, as well as statistics on cases that took longer than the median.
3. Please provide statistics concerning the average unit size sought in RC petitions and the average unit size determined to be appropriate. How do these statistics compare to the years before *Specialty Healthcare*?
4. Please provide statistics concerning the use of mail ballots and the holding of off-site elections. Have mail ballot elections increased since the decision in *2 Sisters Food Group, Inc.*? Please share similar statistics for DDEs and stipulated elections.

#### B. Election Rules

1. Are any other rules or modifications to the election rules being considered or drafted?
2. Specific questions about the new rules:
  - a. Both Practitioners and Regional management expressed interest in further guidance in light of *Danbury Hospital*, Case 01-RC-153086, which addressed Voter List compliance. Please provide information regarding the standard to determine whether personal email addresses and telephone numbers are deemed “available” to an employer. Have Regions been given any guidance on whether they are permitted to require employers who are preparing Voter Lists to provide individual employees' phone numbers or emails that are not contained in any official employer database and only possessed by supervisors without the knowledge of upper management or human resources?

- b. What are the first quartile and fourth quartile periods of time between petition and election?
- c. Under the new election rules, are Regions conducting elections sooner after a hearing or where there is a stipulated election agreement? Please provide details.
- d. What is the total number and percentage of stipulated elections under the new election rules? How does that compare to prior years or comparable time periods?
- e. What is the total number and percentage of withdrawn petitions under the new election rules? How do those compare to prior years and comparable periods?
- f. What is the total number and percentage of blocking charges filed under the new election rules? How do those compare to prior years and comparable periods?
- g. Under the new election rules, is there a targeted range of days in which you aim to schedule an election? Some Regions reported the targeted range is from the “high teens to the high twenties.”
- h. Please provide statistics on the Union win/loss ratio in elections under the new rules. How do these compare to Union win/loss ratios in prior years or comparable time periods?
- i. Please provide statistics on election petitions supported by electronic signatures.
- j. What does the Board consider to be substantial compliance with respect to service of a petition?

C. Joint Employer

- 1. How many cases have raised the issue of joint employment and, therefore, implicate the recent *Browning-Ferris* decision? Are Regions applying the *Browning Ferris* standard (articulated in an R-Case) to C-Cases? Does the Agency intend to distribute further guidance with regard to the impact of the *Browning-Ferris* decision?
- 2. Are *Browning-Ferris* cases considered mandatory submissions to Advice?
- 3. How has Advice interpreted *Browning-Ferris* and are the Regions instructed on how to apply the decision?
- 4. Is there coordination between the Board and other agencies (including the FTC) regarding franchise agreements? If so, please describe.

5. Has the Board provided any guidance on whether *McDonald's*-type cases can be settled by franchisees without admission of “joint employer” status?
6. Are investigative subpoenas being used to determine joint employer status? If so, please describe the circumstances under which they are being used.

#### IV. **Miscellaneous**

1. Are there any cases in which the General Counsel has authorized the Regions to argue for reconsideration of *Spruce Up* and, if so, what is the status of such cases? Has the General Counsel instructed the Regions to send potential *Spruce Up* issues to Advice?
2. Are there any plans for further Regional reorganizations? For example, it was reported that the Des Moines Regional Office is closing and its jurisdiction will be part of Region 18. This includes most of the State of Iowa. However, the Quad City area is part of the Peoria, Illinois Region.
3. How does the Agency identify a case as a “merit case”? If there are numerous allegations, but only one allegation is determined to have merit – is that a merit case?
4. Is the Agency sufficiently funded to meet its mission? What would be the optimum funding level? If a lack of funding is affecting Agency operations, what areas are impacted?
5. Does the Agency have any plans to increase Regional staff training with regard to collective bargaining in 8(f) contexts? In that regard, has the Agency seen an increase or decrease in the number of cases arising in 8(f) environments?
6. Does the Agency intend to circulate any guidance regarding the standard to determine whether conduct constitutes picketing? For example, does the GC advocate for (and has the GC, therefore, directed the Regions to evaluate allegations of picketing in light of) a standard that requires conduct to be either confrontational or disruptive, or confrontational and disruptive?
7. How are the Regions implementing the new policies outlined in the GC’s memo on Updated Procedures in Addressing Immigration Status Issues that Arise during ULP proceedings? Are the Regions assisting discriminatees in seeking deferred action? If so, please describe.
8. In light of the Fair Play and Safe Workplace Executive Order, has the Board or GC’s office adopted or considered a process for reporting labor law violations to the DOL?
9. The Board had previously mentioned that it was considering a model rule of ethics for practice before the Board. What is the status of that rule?
10. Please provide a list of cases pending before the Board that involve an *Alan Ritchey* issue.

**From:** [ABA LEL](#)  
**To:** [\(b\) \(6\)](#); [Kearney, Barry J.](#); [nperez@spivaklipton.com](#); [awermuth@cozen.com](#); [swheelless1](#); [Gwynne Wilcox](#); [hzrosen@posner-rosen.com](#); [gil.abramson@jacksonlewis.com](#); [gadams@laborlawyers.com](#); [natkin@barran.com](#); [kdolin@seyfarth.com](#); [w.234](#); [pslovak@schiffhardin.com](#); [tthompson@littler.com](#); [zinoberp@gtlaw.com](#); [dwagoner@bna.com](#); [Abruzzo, Jennifer](#); [Carey, Crystal S.](#); [chandranp@selu121rn.org](#); [jchun@friedmananspach.com](#); [katherine.cisneros@lockelord.com](#); [todd.duffield@ogletreedeakins.com](#); [sdulaney@latse.net](#); [Ferguson, John H.](#); [Amy Gaylord](#); [Griffin, Richard F.](#); [higgins@cua.edu](#); [Hirozawa, Kent](#); [harry.johnson@morganlewis.com](#); [kckershaw@littler.com](#); [McFerran, Lauren](#); [Miscimarra, Philip A.](#); [stephanie.padilla@jm.com](#); [Pearce, Mark G.](#); [\(b\) \(6\)](#); [Shinners, Gary W.](#); [Sophir, Jayme](#); [kswearengen@cwsny.com](#)  
**Subject:** DLL Midwinter Meeting Speaker and DLL Senior/Chapter Editor Reception  
**Date:** Sunday, February 21, 2016 5:54:06 PM

---

You are cordially invite to attend a special reception for DLL Midwinter Meeting Speakers and DLL Senior/Chapter Editors on Monday, February 22 at the Naples Grande Beach Resort, Palm Terrace Pool, from 6:00 to 7:00 pm.

Regrets only to [Brad.Hoffman@americanbar.org](mailto:Brad.Hoffman@americanbar.org).

**From:** (b) (6)  
**To:** [McFerran, Lauren](#)  
**Cc:** [Pleasants, Denise](#); [Cecile Conroy](#)  
**Subject:** Boilermakers" May 17 Congressional Reception Invitation  
**Date:** Monday, April 25, 2016 11:44:12 AM  
**Attachments:** [Boilermakers Cong Recep May 17 NLRB LMcferran 042216.PDF](#)

---

Dear Ms. McFerran:

Attached please find our invitation from the Boilermakers' International President Newton B. Jones inviting you attend our 48<sup>th</sup> Annual Congressional Reception. Our reception will be held at the Capitol Hilton at 1001 16th Street, NW on Tuesday, May 17, 2016 from 6:00 to 8:00 p.m.

We would be honored if you are able to join us and meet over 175 Boilermaker members, officers and staff from across the country.

Very sincerely,

(b) (6)

---

(b) (6)  
**International Brotherhood of Boilermakers**  
Department of Government Affairs  
1750 New York Avenue, NW, Suite 335  
Washington, DC 20006  
Tel: 202-756-2868 (b) (6)  
Fax: 202-756-2869

CONFIDENTIALITY NOTICE: This e-mail message, including attachments, if any, is intended only for the person or entity to which it is addressed and may contain confidential and/or privileged material. Any unauthorized review, use, disclosure or distribution is prohibited and subject to prosecution. If you are not the intended recipient, please contact the sender by reply e-mail, and delete or destroy all copies of the message, including its attachments. If you are the intended recipient but do not wish to receive communications through this medium, please so advise the sender immediately.

*International Brotherhood of*

**BOILERMAKERS • IRON SHIP BUILDERS**

*753 State Avenue*

**NEWTON B. JONES**  
INTERNATIONAL PRESIDENT  
**SUITE 570**  
913-371-2640  
FAX: 913-281-8101



**BLACKSMITHS • FORGERS & HELPERS**

*Kansas City, Kansas 66101-2511*

**WILLIAM T. CREEDEN**  
INTERNATIONAL SECRETARY-TREASURER  
**SUITE 565**  
913-371-2640  
FAX: 913-281-8102

April 22, 2016

*Sent Via Email*

The Honorable Lauren McFerran  
National Labor Relations Board  
1099 14th Street, NW  
Washington, DC 20570-0001

Dear Ms. McFerran:

On behalf of the International brotherhood of Boilermakers Iron Ship Builders, Blacksmiths, Forgers and Helpers, you are cordially invited to attend our 48th Annual Congressional Reception on Tuesday, May 17, 2016 from 6:00 to 8:00 p.m. at the Capital Hilton 1001 16<sup>th</sup> Street, NW, in the Presidential Ballroom.

We hope you will join us and meet our Boilermaker members, officers and staff. Please rsvp to [cconroy@boilermakers.org](mailto:cconroy@boilermakers.org). For general questions please contact the Boilermakers' Department of Government Affairs at 202-756-2868 x0 or email (b) (6) (b) (6) at (b) (6) @boilermakers.org.

With best wishes, I am

Fraternally yours,

Newton B. Jones  
International President

**From:** [Lynn Rhinehart](#)  
**To:** [McFerran, Lauren](#)  
**Subject:** RE: lunch some day?  
**Date:** Tuesday, August 30, 2016 2:46:00 PM

---

It's a deal. Have a great vacation – I look forward to catching up!

---

**From:** McFerran, Lauren [mailto:Lauren.McFerran@nlrb.gov]  
**Sent:** Tuesday, August 30, 2016 8:34 AM  
**To:** Lynn Rhinehart <lrhinehart@aflcio.org>  
**Subject:** Re: lunch some day?

Sure, that would be great. I'm on vacation this week but let me touch bases with you early next week when I return and we'll set something up. Hope all is well!

Get [Outlook for iOS](#)

On Mon, Aug 29, 2016 at 5:20 PM -0500, "Lynn Rhinehart" <[lrhinehart@aflcio.org](mailto:lrhinehart@aflcio.org)> wrote:

Lauren,  
Long time no see! It would be great to grab lunch one of these days and catch up. Any chance?  
Hoping so!  
Hope you're doing well,  
Lynn



**From:** [Judy Conti](#)  
**To:** [McFerran, Lauren](#)  
**Subject:** RE: NELP Awards Dinner  
**Date:** Tuesday, November 15, 2016 11:32:28 AM

---

Have a great trip!

XO

Judy Conti  
Federal Advocacy Coordinator  
National Employment Law Project

2040 S Street, NW  
Lower Level  
Washington, DC 20009

**(202) 640-6517 (office) PLEASE NOTE NEW PHONE NUMBER**

(202) 320-8113 (cell)

[www.nelp.org](http://www.nelp.org)

"The test of our progress is not whether we add more to the abundance of those who have much; it is whether we provide enough for those who have too little." Franklin Delano Roosevelt

---

**From:** McFerran, Lauren [mailto:[Lauren.McFerran@nlrb.gov](mailto:Lauren.McFerran@nlrb.gov)]  
**Sent:** Tuesday, November 15, 2016 11:30 AM  
**To:** Judy Conti <[jconti@nelp.org](mailto:jconti@nelp.org)>  
**Subject:** Re: NELP Awards Dinner

Thanks so much for the invitation-- unfortunately I will be in Minneapolis giving a speech at a conference and visiting our regional office. I am very sorry to miss the festivities, and particularly the opportunity to honor Dick and Mark! Please make my apologies and give everyone my best.

Thanks!  
Lauren

Get [Outlook for iOS](#)

On Tue, Nov 15, 2016 at 10:49 AM -0500, "Judy Conti" <[jconti@nelp.org](mailto:jconti@nelp.org)> wrote:

Lauren – apologies for the last minute invite but we’re doing our Awards Dinner tomorrow night at the Mayflower and we’d love you to be our guest. Among others, we’re honoring Mark Pearce and

Dick Griffin.

Festivities begin at 6 pm. Please let me know if you can come!

Judy Conti  
Federal Advocacy Coordinator  
National Employment Law Project

2040 S Street, NW  
Lower Level  
Washington, DC 20009

**(202) 640-6517 (office) PLEASE NOTE NEW PHONE NUMBER**

(202) 320-8113 (cell)

[www.nelp.org](http://www.nelp.org)

"The test of our progress is not whether we add more to the abundance of those who have much; it is whether we provide enough for those who have too little." Franklin Delano Roosevelt

**From:** [Lynn Rhinehart](#)  
**To:** [McFerran, Lauren](#)  
**Subject:** thank you!  
**Date:** Friday, December 16, 2016 10:56:21 AM

---

Got your message – appreciate the well wishes! (b) (6)

(b) (6) Would love to have lunch  
one day soon and catch up! In the meantime, I hope you and your family enjoy the holidays – (b) (6)  
– crazy times ahead!

Lynn

From: [Judy Conti](#)  
To: [McFerran, Lauren](#); [lmcferran@nlrb.gov](mailto:lmcferran@nlrb.gov)  
Subject: (b) (6)  
Date: Tuesday, January 3, 2017 2:39:26 PM

---

Hi Lauren – hope you’re doing well! (b) (6)

(b) (6)

(b) (6)

(b) (6), let me give you the highlights (and of course, I’d be happy to answer any questions you’d have in more detail.)

1. In all ways good, (b) (6)

2. (b) (6)

3. (b) (6)

4. (b) (6)

5. (b) (6)

As I said, I could go on and on, but I'll leave it here. (b) (6)

of course, if  
there's anything else I can tell you about (b) (6) I'd be happy to do so.  
Looking forward to seeing you soon!

Judy Conti  
Federal Advocacy Coordinator  
National Employment Law Project

2040 S Street, NW  
Lower Level  
Washington, DC 20009

**(202) 640-6517 (office) PLEASE NOTE NEW PHONE NUMBER**

(202) 320-8113 (cell)

[www.nelp.org](http://www.nelp.org)

"The test of our progress is not whether we add more to the abundance of those who have much; it is whether we provide enough for those who have too little." Franklin Delano Roosevelt

**From:** [Judy Scott](#)  
**To:** [Pearce, Mark G.](#)  
**Cc:** [Miscimarra, Philip A.](#); (b) (6); [Washington, Barbara](#); [McFerran, Lauren](#); [Nixon, Kathleen](#)  
**Subject:** Re: Introductions - Judy Scott and Nicole Berner  
**Date:** Wednesday, January 11, 2017 1:08:22 PM

---

We're meeting with Dick at 2:30, so would be ok if we came to your offices at 3:30? Thx so much!

Judy

On Wed, Jan 11, 2017 at 12:49 PM, Pearce, Mark G. <[Mark.Pearce@nlrb.gov](mailto:Mark.Pearce@nlrb.gov)> wrote:

Hi Judy,

Yes it would be a good date and time. I have asked my colleagues to hold open 3:00 to 5 on 2/9. I have received confirmation from Member McFerran. Member Miscimarra has recommended that we set the meeting and he would work with it if he could.

Get [Outlook for iOS](#)

On Wed, Jan 11, 2017 at 12:27 PM -0500, "Judy Scott" <[judy.scott@seiu.org](mailto:judy.scott@seiu.org)> wrote:

Mark: Would 3:30 on Thursday February 9 work for you?

Judy

On Fri, Jan 6, 2017 at 11:06 AM, Pearce, Mark G. <[Mark.Pearce@nlrb.gov](mailto:Mark.Pearce@nlrb.gov)> wrote:

Hi Judy,

Congrats again on your retirement. I welcome another opportunity to speak with Nicole. Anytime on Monday the 6<sup>th</sup> would also work for me. Wednesday afternoons generally are not good and Friday the 10<sup>th</sup> might be a challenge, but I'm not sure as yet. You might have to consider Phil Miscimarra's schedule, as some weeks out of the month he works from his Chicago home and might not be available. If you like, I can find out when he might be available.

Mark

---

**From:** Griffin, Richard F.

**Sent:** Friday, January 06, 2017 10:44 AM

**To:** Judy Scott <[judy.scott@seiu.org](mailto:judy.scott@seiu.org)>; Pearce, Mark G. <[Mark.Pearce@nlrb.gov](mailto:Mark.Pearce@nlrb.gov)>

**Cc:** Nicole Berner <[nicole.berner@seiu.org](mailto:nicole.berner@seiu.org)>; (b) (6) <[REDACTED]@seiu.org>

**Subject:** RE: Introductions

Judy: Thanks for following up on this. Not sure what Mark and the Board Members' availability is, but, as of right now, the week of February 6 is pretty open for me--I could do it anytime on Monday the 6th or Friday the 10th, and after 2 pm on either Wednesday the 8th or Thursday the 9th. I look forward to getting together with you and Nicole. Dick

**From:** Judy Scott [<mailto:judy.scott@seiu.org>]

**Sent:** Thursday, January 05, 2017 7:05 PM

**To:** Griffin, Richard F. <[Richard.Griffin@nlrb.gov](mailto:Richard.Griffin@nlrb.gov)>; Pearce, Mark G. <[Mark.Pearce@nlrb.gov](mailto:Mark.Pearce@nlrb.gov)>

**Cc:** Nicole Berner <[nicole.berner@seiu.org](mailto:nicole.berner@seiu.org)>; (b) (6) <[REDACTED]@seiu.org>

**Subject:** Introductions

Mark and Dick:

As you know, I am retiring as SEIU General Counsel at the end of January, and Nicole Berner, currently SEIU Deputy General Counsel, will be the union's new General Counsel. I know you have met Nicole briefly before, but I had hoped to arrange a formal introduction at the NLRB in December. Unfortunately, the holiday break and January union meetings caused me to push these plans back a bit.

It would be great if we could pick a convenient date for you in February, for Nicole and I to come over to the NLRB offices to say hello. Of course, I would also like her to meet Lauren and Phil as well.

What dates work for you?

Thanks so much!

Judy

**From:** (b) (6)  
**To:** (b) (6)  
**Subject:** Judy Scott's Retirement Celebration  
**Date:** Thursday, January 19, 2017 12:30:42 PM  
**Attachments:** [Judy Scott retirement.pdf](#)

---

Please see the attached invitation to a celebration of Judy Scott's retirement on Monday, January 30, at 4:30 p.m. at SEIU headquarters.

Please RSVP to me by January 29.

We hope you can make it.

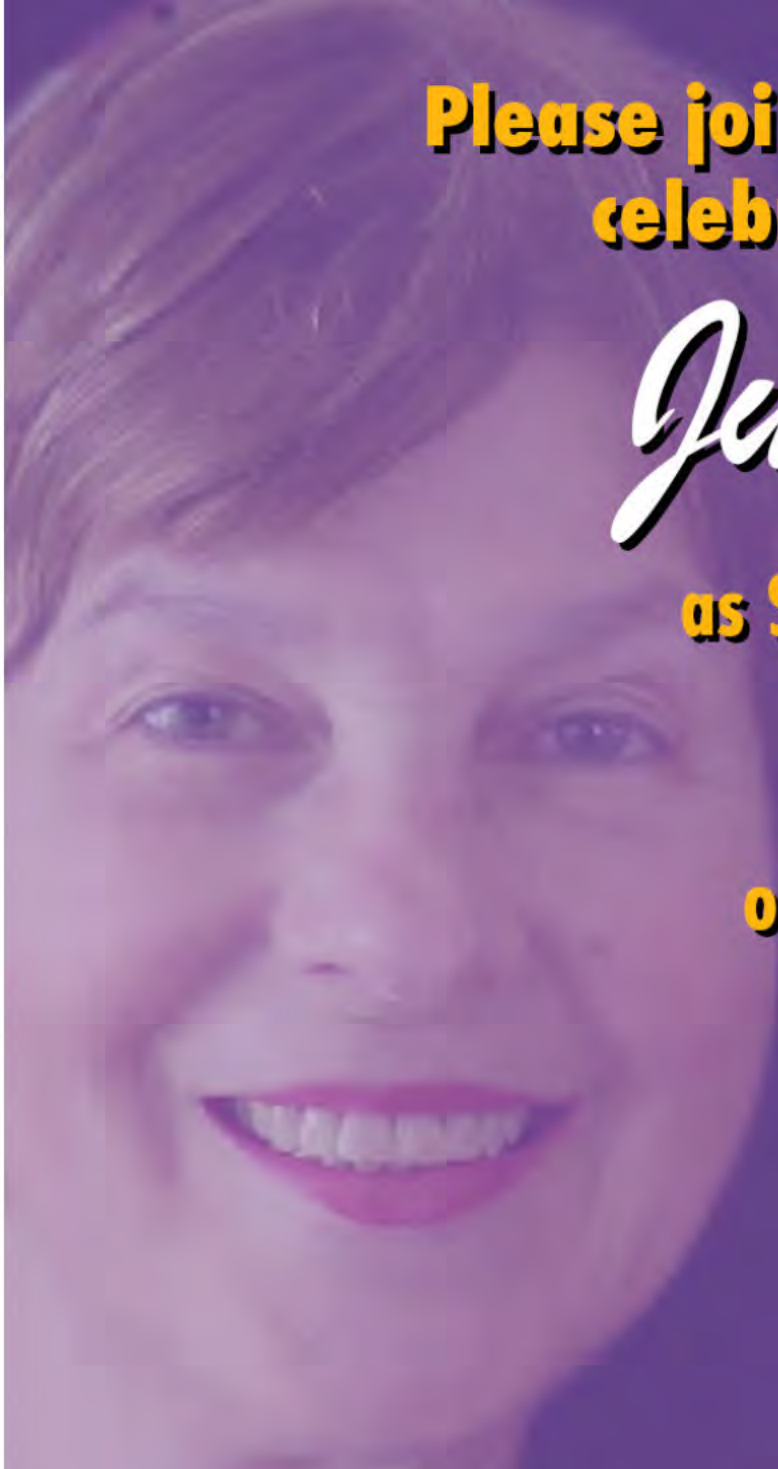
Kim

--

(b) (6)  
(b) (6)

Service Employees International Union  
1800 Massachusetts Avenue, NW  
Washington, DC 20036  
Direct Dial: (b) (6)  
Cell (work): (b) (6)  
Fax: 202-429-5565  
Email: (b) (6) [@seiu.org](mailto:(b) (6)@seiu.org)



A portrait of Judy Scott, a woman with short brown hair, smiling. The image is partially obscured by a purple overlay on the right side where the text is located.

**Please join us for a reception to  
celebrate the retirement of**

*Judy Scott*

**as SEIU's General Counsel and  
to recognize her 43 years  
of service and hard work  
on behalf of working people.**

Monday, January 30, 2017  
4:30 p.m. — 7:00 p.m.

SEIU Headquarters  
1800 Massachusetts Avenue NW  
Washington, DC 20036

Please RSVP to (b) (6) at (b) (6) @seiu.org or (b) (6) by January 29, 2017.

**From:** [McFerran, Lauren](#)  
**To:** [judy.scott@seiu.org](mailto:judy.scott@seiu.org)  
**Subject:** Apologies  
**Date:** Monday, January 30, 2017 3:17:00 PM

---

Hi, Judy-

I am so sorry to say that I will not be able to attend your retirement celebration tonight due to a family commitment. I have so enjoyed working with you in so many capacities over the years, and I regret missing the opportunity to raise a glass and honor all of your amazing work. I look forward to catching up and hearing all about your future plans (something fun, I hope?) next week when we sit down with you and Nicole.

All best wishes,  
Lauren

Lauren McFerran  
Member  
National Labor Relations Board

**From:** [McFerran, Lauren](#)  
**To:** [Lynn Rhinehart](#)  
**Subject:** Re: We still on for tomorrow?  
**Date:** Friday, February 3, 2017 8:36:51 AM

---

No worries -- you'll see me at a table when you walk in.

Get [Outlook for iOS](#)

On Fri, Feb 3, 2017 at 8:31 AM -0500, "Lynn Rhinehart" <[lrhinehart@aflcio.org](mailto:lrhinehart@aflcio.org)> wrote:

Hi. I'm in a long line of cars waiting to turn left on CT Ave - hope to get there in 5 - 10 at most

Sent from my BlackBerry 10 smartphone.

---

**From:** McFerran, Lauren  
**Sent:** Thursday, February 2, 2017 8:28 PM  
**To:** Lynn Rhinehart  
**Subject:** Re: We still on for tomorrow?

---

See you there!

Get [Outlook for iOS](#)

On Thu, Feb 2, 2017 at 8:19 PM -0500, "Lynn Rhinehart" <[lrhinehart@aflcio.org](mailto:lrhinehart@aflcio.org)> wrote:

8:30 at Bread Furst?

Sent from my BlackBerry 10 smartphone.

**From:** (b) (6)  
**To:** [McFerran, Lauren](#)  
**Cc:** [dpleasant@nlrb.gov](mailto:dpleasant@nlrb.gov)  
**Subject:** Boilermakers" April 25 Congressional Reception Invitation  
**Date:** Wednesday, March 22, 2017 10:36:07 AM  
**Attachments:** [IBB Cong Recep April 25 McFerran.PDF](#)

---

Dear Ms. McFerran:

Attached please find your invitation from the Boilermakers' International President Newton B. Jones inviting you to attend our 49<sup>th</sup> Annual Congressional Reception. Our reception will be held April 25 at The Mayflower, 1127 Connecticut Avenue, NW from 6:00 to 8:00 p.m.

We would be honored if you are able to join us and meet over 175 Boilermaker members, officers and staff from across the country.

Very sincerely,

Hannah

---

(b) (6)  
**International Brotherhood of Boilermakers**  
Department of Government Affairs  
1750 New York Avenue, NW, Suite 335  
Washington, DC 20006  
Tel: 202-756-2868 (b) (6)  
Fax: 202-756-2869

*International Brotherhood of*

**BOILERMAKERS • IRON SHIP BUILDERS**

753 State Avenue

**NEWTON B. JONES**  
INTERNATIONAL PRESIDENT

SUITE 570  
913-371-2640  
FAX: 913-281-8101



**BLACKSMITHS • FORGERS & HELPERS**

Kansas City, Kansas 66101-2511

**WILLIAM T. CREEDEN**  
INTERNATIONAL SECRETARY-TREASURER

SUITE 565  
913-371-2640  
FAX: 913-281-8102

March 20, 2017

*Sent Via Email*

The Honorable Lauren McFerran  
National Labor Relations Board  
1015 Half Street, SE  
Washington, DC 20570

Dear Ms. McFerran:

On behalf of the International brotherhood of Boilermakers Iron Ship Builders, Blacksmiths, Forgers and Helpers, you are cordially invited to attend our 49th Annual Congressional Reception on Tuesday, April 25, 2017 from 6:00 to 8:00 p.m. in Washington, DC at The Mayflower located at 1127 Connecticut Avenue, NW, in the Grand Ballroom.

We hope you will join us and meet our Boilermaker members, officers and staff from across the country. Please rsvp to the Director of Government Affairs, Cecile Conroy at [cconroy@boilermakers.org](mailto:cconroy@boilermakers.org).

With best wishes, I am

Fraternally yours,

Newton B. Jones  
International President

**From:** [Nick Clark](#)  
**To:** [McFerran, Lauren](#)  
**Cc:** [Griffin, Richard F.](#)  
**Subject:** RE: 2017 UFCW Attorneys Conference - Speaker Invitation  
**Date:** Wednesday, March 22, 2017 12:35:11 PM

---

Lauren, really glad you can make it and I will send you the invite letter. Thanks,  
- Nick

---

Nicholas W. Clark  
General Counsel  
UFCW International Union  
1775 K Street, NW  
Washington DC 20006  
202-466-1522

---

**From:** McFerran, Lauren [mailto:Lauren.McFerran@nlrb.gov]  
**Sent:** Tuesday, March 21, 2017 5:49 PM  
**To:** Nick Clark <nclark@ufcw.org>  
**Cc:** Griffin, Richard F. <Richard.Griffin@nlrb.gov>  
**Subject:** RE: 2017 UFCW Attorneys Conference - Speaker Invitation

My apologies for the delay in getting back to you. Thank you for the invitation – I would be happy to participate, and I think the Tuesday date would work well for me. Would it be possible for you to send a letter of invitation that I can provide to our agency ethics office for approval?

I look forward to meeting the group-

Best,  
Lauren McFerran

Lauren McFerran  
Member  
National Labor Relations Board

---

**From:** Nick Clark [mailto:nclark@ufcw.org]  
**Sent:** Friday, March 10, 2017 9:10 AM  
**To:** McFerran, Lauren <[Lauren.McFerran@nlrb.gov](mailto:Lauren.McFerran@nlrb.gov)>  
**Cc:** Griffin, Richard F. <[Richard.Griffin@nlrb.gov](mailto:Richard.Griffin@nlrb.gov)>  
**Subject:** 2017 UFCW Attorneys Conference - Speaker Invitation

Dear Member McFerran, please accept our invitation to speak at the UFCW's 2017 Attorneys' Conference, which will be held Sunday, October 1 – Wednesday, October 4, 2017 at the Loews Coronado Bay hotel, in San Diego, CA. <https://www.loewshotels.com/coronado-bay-resort>

Conference sessions are Monday, Tuesday and Wednesday from 8:00 am – 12:30pm. There is a reception Sunday evening October 1 and a dinner Tuesday evening October 3. **We have slotted you to speak Tuesday morning, October 3.** General Counsel Griffin has agreed to speak on Monday morning, October 2, and has offered to switch days with you if Monday is more convenient for you. We are prepared to offer any assistance with travel expenses that is consistent with the NLRB's policies.

The UFCW has 1.3 million members employed primarily in the retail supermarket, meat packing and food processing industries. The conference attendees are labor and employment lawyers who represent UFCW local unions throughout the U.S and Canada.

Thanks for your consideration, and we look forward to seeing you in San Diego.

-Nick Clark

Nicholas W. Clark  
General Counsel  
UFCW International Union  
1775 K St., NW  
Washington, DC 20006  
202-466-1522

**From:** [Nick Clark](#)  
**To:** [McFerran, Lauren](#)  
**Cc:** [Griffin, Richard F.](#)  
**Subject:** RE: 2017 UFCW Attorneys Conference - Speaker Invitation  
**Date:** Thursday, March 23, 2017 12:26:14 PM  
**Attachments:** [Scanned image from MX-7040N.msg](#)

---

Lauren, attached is a copy of the speaker invitation letter, which was mailed to you today. Thanks again,  
- Nick

---

Nicholas W. Clark  
General Counsel  
UFCW International Union  
1775 K Street, NW  
Washington DC 20006  
202-466-1522

---

**From:** McFerran, Lauren [mailto:[Lauren.McFerran@nlrb.gov](mailto:Lauren.McFerran@nlrb.gov)]  
**Sent:** Tuesday, March 21, 2017 5:49 PM  
**To:** Nick Clark <[nclark@ufcw.org](mailto:nclark@ufcw.org)>  
**Cc:** Griffin, Richard F. <[Richard.Griffin@nlrb.gov](mailto:Richard.Griffin@nlrb.gov)>  
**Subject:** RE: 2017 UFCW Attorneys Conference - Speaker Invitation

My apologies for the delay in getting back to you. Thank you for the invitation – I would be happy to participate, and I think the Tuesday date would work well for me. Would it be possible for you to send a letter of invitation that I can provide to our agency ethics office for approval?

I look forward to meeting the group-

Best,  
Lauren McFerran

Lauren McFerran  
Member  
National Labor Relations Board

---

**From:** Nick Clark [mailto:[nclark@ufcw.org](mailto:nclark@ufcw.org)]  
**Sent:** Friday, March 10, 2017 9:10 AM  
**To:** McFerran, Lauren <[Lauren.McFerran@nlrb.gov](mailto:Lauren.McFerran@nlrb.gov)>  
**Cc:** Griffin, Richard F. <[Richard.Griffin@nlrb.gov](mailto:Richard.Griffin@nlrb.gov)>



**Subject:** 2017 UFCW Attorneys Conference - Speaker Invitation

Dear Member McFerran, please accept our invitation to speak at the UFCW's 2017 Attorneys' Conference, which will be held Sunday, October 1 – Wednesday, October 4, 2017 at the Loews Coronado Bay hotel, in San Diego, CA. <https://www.loewshotels.com/coronado-bay-resort>

Conference sessions are Monday, Tuesday and Wednesday from 8:00 am – 12:30pm. There is a reception Sunday evening October 1 and a dinner Tuesday evening October 3. **We have slotted you to speak Tuesday morning, October 3.** General Counsel Griffin has agreed to speak on Monday morning, October 2, and has offered to switch days with you if Monday is more convenient for you. We are prepared to offer any assistance with travel expenses that is consistent with the NLRB's policies.

The UFCW has 1.3 million members employed primarily in the retail supermarket, meat packing and food processing industries. The conference attendees are labor and employment lawyers who represent UFCW local unions throughout the U.S and Canada.

Thanks for your consideration, and we look forward to seeing you in San Diego.

-Nick Clark

Nicholas W. Clark  
General Counsel  
UFCW International Union  
1775 K St., NW  
Washington, DC 20006  
202-466-1522



Writer's Direct Contact  
(202) 466-1522  
nclark@ufcw.org

Via Email and 1<sup>st</sup> Class Mail

March 23, 2017

The Honorable Lauren McFerran  
National Labor Relations Board  
1015 Half Street, SE  
Washington DC 20570-0001

Dear Member McFerran:

Please accept our invitation to speak at the UFCW International Union's 2017 Attorneys' Conference, which will be held Sunday, October 1 – Wednesday, October 4, 2017 at the Loews Coronado Bay hotel, in San Diego, CA, <https://www.loewshotels.com/coronado-bay-resort>.

We would like for you to speak Tuesday morning, October 3, at 8:00 a.m. There is also a reception and dinner Tuesday evening, which we hope you will be able to attend. We are prepared to offer reasonable travel cost assistance that is consistent with your agency's policies, including hotel, air and ground transportation, and meal expenses. My (b) (6) is prepared to offer any assistance you need in making hotel and travel arrangements for the conference. (b) (6) contact information is (b) (6) @ufcw.org, (b) (6)

The UFCW has 1.3 million members employed primarily in the retail supermarket, meat packing and food processing industries. The conference attendees are labor and employment lawyers who represent UFCW local unions throughout the U.S and Canada.

Thanks for your consideration, and we look forward to seeing you in San Diego.

Sincerely yours,

Nicholas W. Clark  
General Counsel

**From:** [Nick Clark](#)  
**To:** [Griffin, Richard F.](#)  
**Cc:** [McFerran, Lauren](#)  
**Subject:** FW: 2017 UFCW Attorneys Conference - Speaker Invitation  
**Date:** Thursday, March 23, 2017 12:28:58 PM  
**Attachments:** [Scanned image from MX-7040N.msg](#)

---

Dick, attached is a copy of the speaker invitation letter, which was mailed to you today. Thanks again,  
- Nick

---

Nicholas W. Clark  
General Counsel  
UFCW International Union  
1775 K Street, NW  
Washington DC 20006  
202-466-1522

---

**From:** McFerran, Lauren [<mailto:Lauren.McFerran@nlrb.gov>]  
**Sent:** Tuesday, March 21, 2017 5:49 PM  
**To:** Nick Clark <[nclark@ufcw.org](mailto:nclark@ufcw.org)>  
**Cc:** Griffin, Richard F. <[Richard.Griffin@nlrb.gov](mailto:Richard.Griffin@nlrb.gov)>  
**Subject:** RE: 2017 UFCW Attorneys Conference - Speaker Invitation

My apologies for the delay in getting back to you. Thank you for the invitation – I would be happy to participate, and I think the Tuesday date would work well for me. Would it be possible for you to send a letter of invitation that I can provide to our agency ethics office for approval?

I look forward to meeting the group-

Best,  
Lauren McFerran

Lauren McFerran  
Member  
National Labor Relations Board

---

**From:** Nick Clark [<mailto:nclark@ufcw.org>]  
**Sent:** Friday, March 10, 2017 9:10 AM  
**To:** McFerran, Lauren <[Lauren.McFerran@nlrb.gov](mailto:Lauren.McFerran@nlrb.gov)>  
**Cc:** Griffin, Richard F. <[Richard.Griffin@nlrb.gov](mailto:Richard.Griffin@nlrb.gov)>  
**Subject:** 2017 UFCW Attorneys Conference - Speaker Invitation

Dear Member McFerran, please accept our invitation to speak at the UFCW's 2017 Attorneys' Conference, which will be held Sunday, October 1 – Wednesday, October 4, 2017 at the Loews Coronado Bay hotel, in San Diego, CA. <https://www.loewshotels.com/coronado-bay-resort>

Conference sessions are Monday, Tuesday and Wednesday from 8:00 am – 12:30pm. There is a reception Sunday evening October 1 and a dinner Tuesday evening October 3. **We have slotted you to speak Tuesday morning, October 3.** General Counsel Griffin has agreed to speak on Monday morning, October 2, and has offered to switch days with you if Monday is more convenient for you. We are prepared to offer any assistance with travel expenses that is consistent with the NLRB's policies.

The UFCW has 1.3 million members employed primarily in the retail supermarket, meat packing and food processing industries. The conference attendees are labor and employment lawyers who represent UFCW local unions throughout the U.S and Canada.

Thanks for your consideration, and we look forward to seeing you in San Diego.

-Nick Clark

Nicholas W. Clark  
General Counsel  
UFCW International Union  
1775 K St., NW  
Washington, DC 20006  
202-466-1522



Writer's Direct Contact  
(202) 466-1522  
nclark@ufcw.org

Via Email and 1<sup>st</sup> Class Mail

March 23, 2017

The Honorable Richard F. Griffin, Jr.  
National Labor Relations Board  
1015 Half Street, SE  
Washington DC 20570-0001

Dear General Counsel Griffin:

Please accept our invitation to speak at the UFCW International Union's 2017 Attorneys' Conference, which will be held Sunday, October 1 – Wednesday, October 4, 2017 at the Loews Coronado Bay hotel, in San Diego, CA, <https://www.loewshotels.com/coronado-bay-resort>.

We would like for you to speak Monday morning, October 2, at 9:30 a.m. There is also a reception Sunday evening, which we hope you will be able to attend. We are prepared to offer reasonable travel cost assistance that is consistent with your agency's policies, including hotel, air and ground transportation, and meal expenses. My (b) (6) (b) (6) is prepared to offer any assistance you need in making hotel and travel arrangements for the conference. (b) (6) contact information is (b) (6) @ufcw.org, (b) (6)

The UFCW has 1.3 million members employed primarily in the retail supermarket, meat packing and food processing industries. The conference attendees are labor and employment lawyers who represent UFCW local unions throughout the U.S and Canada.

Thanks for your consideration, and we look forward to seeing you in San Diego.

Sincerely yours,

Nicholas W. Clark  
General Counsel

**From:** [Erica R. Heim](#)  
**To:** [paul.ades@hilton.com](mailto:paul.ades@hilton.com); [Rachel K Aleks](#); [Nigel Beck](#); [Jake Basham](#); [Christopher Boone](#); [Ceriale@prospecthoteladvisors.com](mailto:Ceriale@prospecthoteladvisors.com); [dgarland@ebglaw.com](mailto:dgarland@ebglaw.com); [Gilman, Gregg](#); [Gleason, Kevin](#); [Griffin, Richard F.](#); [Kevin F. Hallock](#); [Seth Harris](#); [Michael Heise](#); [Hellebusch, Louis](#); [Richard W. Hurd](#); [harry.johnson@morganlewis.com](mailto:harry.johnson@morganlewis.com); [Jessica Kastin](#); [rkleinbaum@local26.org](mailto:rkleinbaum@local26.org); [Harry Charles Katz](#); [PDL@outtengolden.com](mailto:PDL@outtengolden.com); [McFerran, Lauren](#); [harold.morgan@whitelodging.com](mailto:harold.morgan@whitelodging.com); [Alan Momeyer](#); [linda@dishcraft.com](mailto:linda@dishcraft.com); [psalvatore@proskauer.com](mailto:psalvatore@proskauer.com); [Tony L. Simons](#); [Anand Singh](#); [John Bruce Tracey](#); [Paul E. Wagner](#); [Nia Winston](#)  
**Cc:** [David S. Sherwyn](#)  
**Subject:** Agenda & Program: The First 93 Days of the Trump Administration Roundtable - April 24, 2017  
**Date:** Tuesday, April 18, 2017 11:11:18 AM  
**Attachments:** [Agenda.pdf](#)  
[Trump roundtable program.pdf](#)

---

All,

Attached please find the agenda and program for the upcoming **First 93 Days of the Trump Administration Roundtable** presented by the Cornell Institute for Hospitality Labor and Employment Relations (CIHLER) You will receive hard copies upon your arrival in Ithaca but I wanted to provide it to you in advance to allow you the opportunity to familiarize yourself with the other participants and agenda.

On Monday, we will begin with lunch at 11:30am, and then facilitate the first of four hour-long sessions during the afternoon. There will be more than 30 students in attendance for the duration of the roundtable, following the conclusion of the roundtable discussions, there will be a networking dinner with the students held in Collegetown, that we encourage you to participate in if possible.

Just as a reminder, dress for the event is business casual.

If you have any questions or if I can be of any further assistance please do not hesitate to ask. I look forward to seeing everyone next week!

Warm Regards,  
Erica

**Erica Heim**  
Program Manager  
Cornell Institute for Hospitality Labor and Employment Relations  
**Cornell University School of Hotel Administration**  
**Cornell SC Johnson College of Business**  
174 Statler Hall, Ithaca, NY 14853  
Phone: 607.255.6574 | Mobile: 315.558.0371  
[erh72@cornell.edu](mailto:erh72@cornell.edu)  
[www.cihler.cornell.edu](http://www.cihler.cornell.edu)



# AGENDA

## THE FIRST 93 DAYS OF THE TRUMP ADMINISTRATION ROUNDTABLE

Moderator: David Sherwyn, ILR '86, JD '89

Monday, April 24

Statler Ballroom

11:30 a.m. - 1:00 p.m.	Lunch in Taylor A&B (Taverna Banfi's)
1:00 - 2:00 p.m.	Topic 1: The Joint Employer before the NLRB and in the Courts - where is it going under a new administration?
2:00 - 2:10 p.m.	Break
2:10 - 3:10 p.m.	Topic 2: The NLRB under new administration: are we destined to from goal line to goal line or can we stay at midfield. How will unions react to a more conservative Board?
3:10 - 3:20 p.m.	Break
3:20 - 4:20 p.m.	Topic 3: Discrimination, arbitration, and wage/hour - where is the administration heading, where are the courts, what will employers and employees do?
4:20 - 4:30 p.m.	Topic 4: Students Q & A: any questions the students have for the attendees
6:30 p.m.	Dinner at Ruloff's



# *THE FIRST 93 DAYS OF THE TRUMP ADMINISTRATION ROUNDTABLE*

April 24, 2017  
Ithaca, NY

Chaired by: David Sherwyn, ILR '86, JD '89



Cornell Institute for Hospitality Labor  
and Employment Relations



The Hotel School  
Cornell  
SC Johnson College of Business





# AGENDA

## THE FIRST 93 DAYS OF THE TRUMP ADMINISTRATION ROUNDTABLE

Moderator: David Sherwyn, ILR '86, JD '89

Monday, April 24

Statler Ballroom

11:30 a.m. - 1:00 p.m.	Lunch in Taylor A&B (Taverna Banfi's)
1:00 - 2:00 p.m.	Topic 1: The Joint Employer before the NLRB and in the Courts - where is it going under a new administration?
2:00 - 2:10 p.m.	Break
2:10 - 3:10 p.m.	Topic 2: The NLRB under new administration: are we destined to from goal line to goal line or can we stay at midfield. How will unions react to a more conservative Board?
3:10 - 3:20 p.m.	Break
3:20 - 4:20 p.m.	Topic 3: Discrimination, arbitration, and wage/hour - where is the administration heading, where are the courts, what will employers and employees do?
4:20 - 4:30 p.m.	Topic 4: Students Q & A: any questions the students have for the attendees
6:30 p.m.	Dinner at Ruloff's

# PARTICIPANTS



**PAUL ADES**

*Senior Vice  
President for  
Labor Relations  
Hilton Worldwide*

Paul Ades is senior vice president for labor relations for Hilton Worldwide in McLean, Virginia. Paul is responsible for global labor relations at Hilton and its owned and managed properties, negotiates collective bargaining agreements, and provides counsel on labor matters. Prior to joining Hilton, Paul was general counsel for labor & employment at MGM Resorts International in Las Vegas, Nevada, where he negotiated collective bargaining agreements and handled labor arbitrations and litigation, discrimination, and wage

and hour and other employment and labor matters. Paul also has served as Associate general counsel for Harrah's Entertainment and as counsel for Caesars Entertainment in Las Vegas. Paul also was a trial attorney for the National Labor Relations Board's Enforcement Division, and an associate for the Washington D.C. law firm of Steptoe & Johnson. He received a Juris Doctor from the University of California, Berkeley, and a Bachelor of Arts degree in Political Science from Williams College.



**RACHEL ALEKS**

*Assistant Professor  
Cornell University  
ILR School*

Rachel Aleks is an assistant professor of labor relations at the Cornell University School of Industrial and Labor Relations (ILR). Her research interests include innovative union organizing and revitalization strategies, employee and member organizational commitment to unions, and alternative forms of worker representation. Aleks teaches courses on collective bargaining, the contemporary union

movement, and labor relations in the hospitality industry. Prior to attending graduate school, Aleks worked as a union organizer for the Service Employees International Union (SEIU). She received a Ph.D. in industrial relations and human resources from the University of Toronto, and a bachelor of commerce in international management from McGill University.

## PARTICIPANTS



**NIGEL BECK**

*Founder  
When Labs*

Nigel is focused on building “The Future of Work” at When Labs: work management for humans, driving employee engagement, retention, and productivity.

Along the way, Nigel has started companies, raised money, patented ideas, acquired companies, sold a company, built new products, created global consortia, divested a division, and built and scaled businesses from nothing to global. In short, Nigel combines his unique blend of small and large company experience with deep business and technical acumen to bring new things to life.

He started his career as a teenage Lisp hacker while studying ancient

Greek and Latin. This translated into entrepreneurship as a CTO driving a Canadian banking software startup called Footprint, which was sold to IBM. At IBM, he set the direction for the first three versions of Websphere, and then moved into work spanning software and semiconductors around the Internet of Things. A subsequent stint as an entrepreneur and CEO around early mobile local social recommendations, and then investments brought him back to IBM to do large M&A transactions and push into new markets. He is a charter member and on the board of the C100, a Silicon Valley non profit for Canadian entrepreneurs.



**JAKE BASHAM**

*Vice President of  
Human Resources  
Loews Hotels  
and Resorts*

As vice president of human resources for Loews Hotels and Resorts, Jake Basham is responsible for leading all human resources operations throughout the hotel portfolio and support locations, including specific guidance of labor relations, team member relations, and compliance strategies.

A talented leader with over 10 years of experience in human resources and labor management, Jake joined Loews Hotels in summer 2015. Previously, he led human resources operations in multi-asset regional capacities for Hersha Hospitality Management, and for Denihan Hospitality Group. Throughout his career, Jake has advised

numerous real estate investment trusts, management companies, and asset owners, in addition to negotiating collective bargaining agreements in major markets throughout the United States.

Jake holds a bachelor's degree in parks, recreation & tourism with an emphasis in hospitality management from the University of Utah, as well as professional senior level certifications from the Society for Human Resource Management and the Human Resource Certification Institute. He also serves as a member of the American Hotel & Lodging Association Labor Relations Committee.



## PARTICIPANTS



**CHRISTOPHER  
BOONE '05, MS '09**

*Assistant Professor  
Cornell University  
School of Hotel  
Administration*

Christopher Boone, Ph.D., is an assistant professor in the School of Hotel Administration (SHA) at Cornell University. A graduate of Cornell University, he joined the SHA faculty in July 2015 after receiving his PhD in economics from Columbia University.

He specializes in the fields of labor economics, economic history, and development economics. His research interests include labor relations, inequality, structural transformation, and macroeconomic crises.



**JOHN CERIALE,  
P '16 & '18**

*Founder and  
President  
Prospect Advisors*

John Cerialle is the founder and president of Prospect Advisors, the exclusive hotel advisor on hospitality investments to the Blackstone Group. Cerialle played a leading role in Blackstone's acquisition of such leading properties and brands as Wyndham Hotels and Resorts; Claridge's, Savoy, Berkeley, and Connaught; Boca Resorts; and Hilton Worldwide. He is also the founder of the London hotel brand, of which there are currently two properties—London NYC and London West Hollywood. In 2011, Cerialle served as advisor to the Blackstone Group's purchase of San Diego's Del Coronado Hotel and Mint Hotels. Before founding Prospect Advisors in 1998, Cerialle was the senior vice president of operations for Westin Hotels and Resorts North America, where he oversaw the operations of

60 hotels and played an integral role in reinventing the Westin brand. Prior to Westin, he spent four years at Fairmont Hotels and Resorts as executive vice president of operations. From 1980 to 1991, Cerialle served as general manager for several of Marriott Hotels and Resort's finest properties. Cerialle serves on the boards of Blackstone-owned hospitality companies, La Quinta Inns and Suites and Hilton Hotels. He also serves on the Dean's Advisory Board for the Cornell University School of Hotel Administration, where, in July 2011, he endowed the John and Melissa Cerialle Professorship of Hospitality Human Resources. Cerialle earned a bachelor of arts in political science from Loyola College in Baltimore and a bachelor of science in hotel management from the University of Nevada Hotel School.

## PARTICIPANTS



DAVID GARLAND

Member  
Epstein Becker  
Green

David W. Garland is a member of Epstein Becker Green in the employment, labor and workforce management practice, in the firm's New York and Newark offices. Garland is also chair of the firm's National Labor and Employment Steering Committee and a member of the firm's board of directors. Referred to as an "excellent, experienced litigator" in *Chambers USA* (2015), Garland has extensive jury trial skills and is frequently retained in matters involving clients' most senior executives and in high-profile, high-stakes, and highly sensitive cases. These matters include: employment discrimination, wrongful discharge, and other employment-related litigation, including cases involving allegations of whistleblowing, retaliation, sexual harassment; discrimination; alleged violations of family leave, equal pay, and other statutes; and contract, public

policy, and tort claims; restrictive covenants, including non-compete agreements; and wage and hour litigation. Garland also counsels clients on developing employee handbooks and policies and practices (concerning employee discharge and discipline, downsizing and reductions in force, employee privacy, and restrictive covenants) to avoid litigation. As a member of Epstein Becker Green's Israel practice, Garland frequently represents U.S. subsidiaries of technology and other companies headquartered in Israel. Garland has been a guest lecturer on employment law topics and career development for lawyers, at Columbia University Business School (MBA program), Gabelli School of Business at Fordham University, George Washington University Law School, and William & Mary Law School.



GREGG GILMAN,  
ILR '85

Co-chair of  
the Labor and  
Employment  
Practice Group  
Davis & Gilbert

Gregg A. Gilman is co-chair of the labor & employment practice group of Davis & Gilbert, where he advises employers on all workplace-related matters. Much of his practice is devoted to labor and personnel issues, including wage and hour issues, preventive management, terminations, reductions in force, disciplinary measures, restrictive covenants, employment and termination agreements, executive compensation, harassment investigations, and employment policies. Gilman also represents employers in state and federal courts and before the Equal Employment Opportunity Commission and state and local employment-rights agencies.

Gilman has negotiated collective bargaining agreements in the music, restaurant, social services, coal mining equipment and numerous other industries. For approximately 20 years, he has been the lead negotiator for

the Single Engagement Club Date employers in their collective bargaining negotiations with Local 802 AF of M. He also represents employers before the National Labor Relations Board. Gilman is the creator of *Respect in the Workplace*, an interactive training seminar on preventive management, including sexual harassment and workplace sensitivity training.

Gilman has been recognized as a leading lawyer for labor and employment law by *Chambers USA: America's Leading Lawyers for Business* (2013-2015). He has also been recognized by *The Legal 500 U.S.* in the area of labor and employment: workplace and employment counseling for three consecutive years (2013-2015), as well as *The Best Lawyers in America in Employment Law – Management* (2012-2016), and has been selected as a Super Lawyer by *New York Metro Super Lawyers* (2007-2014).



## PARTICIPANTS



**KEVIN GLEASON,**  
ILR '78

*Senior Director,  
Labor  
Marriott  
International*

Kevin Gleason is the Senior Director, Labor for Marriott International. After over thirty years of experience in the hotel industry in both hotel operations and labor with Starwood Hotels Gleason became part of the Marriott International team upon the recent merger of the two companies. In his current position, Gleason handles labor relations for Marriott primarily in the western U.S. and Hawaii working with a variety of unions representing Marriott's employees including UNITE HERE, International Longshore and Warehouse Union, International Union of Operating Engineers, Teamsters, and IBEW. His primary responsibilities include contract

negotiations, mediations, and trust fund work. Gleason also sits as a management trustee on the UNITE HERE Local 5 pension, health and welfare, and training trust funds in Hawaii; the UNITE HERE Local 30 pension, and health and welfare trust funds in San Diego; the UNITE HERE Local 49 pension, and health and welfare trust funds in Sacramento; the IUOE Local 501 health and welfare trust in Los Angeles; and the UNITE HERE Local 11 pension, legal, and training trust funds in Los Angeles. Gleason graduated from Cornell University's School of Industrial and Labor Relations in 1978.



**RICHARD GRIFFIN,**  
JR.

*General Counsel  
National Labor  
Relations Board  
(NLRB)*

Richard F. Griffin, Jr., was sworn in on November 4, 2013, for a four year term as general counsel of the National Labor Relations Board (NLRB). Prior to becoming general counsel, Griffin served as an NLRB board member from January 9, 2012, through August 2, 2013, pursuant to a recess appointment by President Obama.

Griffin began his legal career in 1981 at the NLRB, serving as counsel first to board member John Fanning and then to board chairman Donald Dotson. In 1983, he left the agency to go to work in the legal department of the International Union of Operating Engineers (IUOE), where he stayed more than 28 years until his recess

appointment as a board member. From 1994 until his appointment, Griffin was the IUOE's general counsel. During his time with the union, Griffin also served, from 1985-1994, as a trustee of the Central Pension Fund of the IUOE and participating employers; from 1990-1994, he was the secretary of the fund's board of trustees and the chairman of its finance committee.

Griffin also served on the board of directors of the AFL-CIO lawyers coordinating committee from 1994-2012 and he is a Fellow of the College of Labor and Employment Lawyers. He has a B.A. from Yale University (1977) and a J.D. from Northeastern University School of Law (1981).

## PARTICIPANTS



**KEVIN HALLOCK**

*Kenneth F. Kahn  
Dean and the  
Joseph R. Rich  
Professor of  
Economics and  
Human Resource  
Studies  
Cornell University  
ILR School*

Kevin Hallock, Ph.D., is the Kenneth F. Kahn Dean and the Joseph R. Rich Professor of Economics and Human Resource Studies in the Industrial and Labor Relations (ILR) School at Cornell University. Previous Cornell positions include chair of the financial policy committee, the Donald C. Opatrny Chair of the university-wide department of economics, and founding director of the Institute for Compensation Studies. Kevin is also a research associate at the National Bureau of Economic Research and on the board of directors of Society of Certified Professionals at WorldatWork. In 2013, he was elected a fellow of the National Academy of Human Resources. His current research is focused on labor markets, executive compensation, and plan design and mix of employee compensation.

Kevin's work has covered such topics as executive compensation, compensation design, discrimination, compensation of persons with disabilities, strikes, gender gap, job loss, link between labor and financial markets, the valuation of employee stock options, retirement, and compensation of leaders of for-profits, nonprofits, and labor unions. He previously served as associate editor of the *Journal of Labor Economics and Economics Bulletin*. He is currently on the editorial board of the *Industrial and Labor Relations Review* and is on the advisory boards of the *Journal of People and Organizational Effectiveness* and *Compensation and Benefits Review*. A graduate of the University of Massachusetts at Amherst, he holds an M.A. and a Ph.D. in economics from Princeton University.



**SETH HARRIS**

*Attorney  
Executive in  
Residence  
Cornell Institute for  
Public Affairs*

Seth D. Harris is an attorney in Washington, D.C. and an Executive in Residence at Cornell's Institute for Public Affairs. He serves on boards of directors, advises start-up companies, speaks to industry associations and other audiences, and frequently provides quotes to the press on matters involving labor, employment, retirement policy, the economy, the federal government, national politics, and related topics.

Mr. Harris served for four and one-half years as the Deputy U.S. Secretary of Labor and six months as Acting U.S. Secretary of Labor and a member of President Barack Obama's cabinet. He also served for six and one-half years

in the Labor Department during the Clinton Administration as a strategic, policy, legal, and management advisor to Secretaries of Labor Robert Reich and Alexis Herman. He was a law professor for almost a decade, and recently taught and advised students as a Distinguished Scholar at Cornell University's School of Industrial & Labor Relations. He is the co-author of *Modern Labor Relations in the Private Sector and Public Sector: Cases and Materials* (Lexis Publishing, 2013, 1st ed. and 2nd ed.) and a long list of other scholarly books and articles and popular op-eds and articles.



## PARTICIPANTS



**MICHAEL HEISE**

*Professor  
Cornell Law School*

Michael Heise, J.D., Ph.D., is professor of law at Cornell Law School, where he specializes in empirical legal scholarship and bridging empirical methodologies, legal theory, and policy analysis. He writes in public and private law areas, including civil justice reform, punitive damages, education policy, criminal sentencing, and judicial decisionmaking. Heise's teaching areas include torts, empirical methods for lawyers, insurance law, constitutional

law, business torts, education law, and law and social science. He has received numerous awards for his scholarship and teaching, including the Law & Society Association's best article prize in 1999. Heise has co-edited the *Journal of Empirical Legal Studies* since 2005.

A graduate of Stanford University, he earned his J.D. at the University of Chicago, and a Ph.D. from Northwestern University.



**LOUIS  
HELLEBUSCH**

*Senior Vice  
President and Co-  
General Counsel  
GEM Realty Capital*

Louis Hellebusch is senior vice president and co-general counsel for GEM Realty Capital, which he joined in 2010 as associate general counsel. Louis works on structuring, documenting, and closing transactions for GEM Realty Properties, and legal, regulatory, and compliance matters for GEM Realty Securities. Prior to joining GEM, Louis was a lawyer in the Real Estate Practice Group at Kirkland & Ellis LLP and prior to that was a legal assistant in the Real Estate Practice Group at Sullivan & Cromwell LLP. He received his Juris Doctor from the University of Chicago Law School in 2006, and a Bachelor of Arts in classics from Columbia University in 2001.

Founded in 1994, GEM Realty Capital, Inc., is a Chicago-based real estate investment company that invests in private-market and publicly traded real estate through two lines of business, GEM Realty Properties and GEM Realty Securities. Through GEM Realty Properties, GEM sponsors private equity real estate funds that invest directly in properties and loans. Through GEM Realty Securities, GEM manages a series of long-short real estate hedge funds that invest in publicly traded equity and debt securities of real estate companies, including REITs, homebuilders, and real estate operating companies.



## PARTICIPANTS



**RICHARD HURD**

*Associate Dean for External Relations and Professor of Labor Studies, Associate Director, CIHLER ILR School, Cornell University*

Richard W. Hurd is associate dean for external relations and professor of labor studies at the Cornell University School of Industrial and Labor Relations (ILR). As a specialist on trade union strategy, he has been quoted widely in the national and international print and broadcast media on various labor issues.

Hurd is co-editor of the *International Handbook on Labour Unions: Responses to Neoliberalism, Rekindling the Movement, Organizing to Win, and Restoring the Promise of American Labor Law*. His publications include, "Moving Beyond the Critical

Synthesis: Does the Law Preclude a Future for U.S. Unions?," "First Contract Arbitration and the Employee Free Choice Act: Multi-jurisdictional Evidence from Canada," "Obama and the US Labor Movement," and "Neutrality Agreements: Innovative, Controversial and Labor's Hope for the Future." Hurd earned his PhD in economics from Vanderbilt University and is a former Brookings Institution economic policy fellow.



**HARRY JOHNSON III**

*Partner Morgan Lewis*

Harry I. Johnson III is a management-side defense lawyer with Morgan Lewis. He practices across the entire traditional union-labor field, including in National Labor Relations Board (NLRB) unfair labor practice and representation proceedings, union representation campaigns, union corporate campaigns, labor arbitrations, collective bargaining, labor-management relations, labor-related advice for mergers and acquisitions, and federal and state labor injunction cases, with additional experience in anti-union discrimination and coercion and successorship issues. Harry has experience in California litigation and federal wage-hour cases and related wage-hour compliance counseling, defending clients in more than 40 complex wage-hour class and collective action litigation cases under both California and federal law. Harry also provides compliance and auditing advice to businesses operating under California's complex statutory requirements to reduce

or eliminate his clients' exposure related to pay and working hours. Harry advises employers on discrimination issues, including disparate impact and treatment claims of racial, sexual, age, national origin, disability, and sexual orientation discrimination; harassment claims and investigations; retaliation claims; and disability accommodation and leaves. Harry has also counseled clients concerning enforceable employment arbitration policies, family and other protected leaves, handbook review, employee competition issues, plant closings, employee-labor aspects of mergers and acquisitions, layoffs, and employment contract drafting and claims. Harry held a two-year appointment at the NLRB (2013–2015), where he was involved with making changes in the law, as well as issuing a substantial number of cases, including the re-decision of more than 100 cases that had been invalidated by the Supreme Court's ruling in *Noel Canning*.

## PARTICIPANTS



JESSICA KASTIN

Partner  
Jones Day

Jessica Kastin has extensive experience representing employers with respect to issues arising under the National Labor Relations Act, including union elections and representation proceedings, unfair labor practice charges, collective bargaining, grievance and arbitration proceedings, and labor issues arising in the contexts of corporate mergers and acquisitions and the bankruptcy of unionized employers. She also has experience counseling employers on a broad range of employment issues such as reductions in force, WARN Act compliance, enforcement of noncompetes, implementation of employment policies, New York State Labor Law compliance, and negotiation of employment and separation agreements. Examples of Jessica's recent experience include serving as labor counsel to debtors in various high-profile bankruptcies under chapter 11 and chapter 9, which included rejection of collective bargaining agreements and modification of retiree benefits

under sections 1113 and 1114 of the bankruptcy code and negotiating with various unions for modified, lower cost labor contracts; representing employers in various industries in grievance arbitrations and in enjoining unlawful union activity under both the NLRA and the RLA; and representing employers in various industries in union organizing drives, NLRB elections, and collective bargaining negotiations. Representative clients with whom Jessica has worked include: The Daily Beast Company, Delphi, General Cable Corporation, General Motors, Harris Corporation, Hostess Brands, SiriusXM, and Verizon Communications. Jessica is a member of the New York State Bar Association and a former member of the Labor & Employment Committee of the Association of the Bar of the City of New York and the Labor & Employment Section and Railway and Airline Labor Law Committee of the American Bar Association.



HARRY KATZ

Jack Sheinkman  
Professor  
Cornell University  
ILR School

Harry C. Katz, Ph.D. is the Jack Sheinkman Professor at the Cornell University School of Industrial and Labor Relations (ILR). He received his PhD in economics from the University of California at Berkeley in 1977. From 1977 to 1985, Katz was a faculty member at the Massachusetts Institute of Technology (MIT). In 1985, he joined the ILR School faculty, and served as the Kenneth F. Kahn Dean of the School of Industrial and Labor Relations from 2005 to 2015. He served as interim provost of the university in 2014, a post he held until the appointment of the current provost. His major publications include

the following: *Converging Divergences: Worldwide Changes in Employment Systems* (with Owen Darbishire); *Shifting Gears: Changing Labor Relations in the U.S. Automobile Industry*; *The Transformation of American Industrial Relations* (with Thomas Kochan and Robert McKersie); and *Telecommunications: Restructuring of Work and Employment Relations World-wide*. Katz was awarded the Terry Book Award in 1988 for *The Transformation of American Industrial Relations*—considered as the most significant contribution to the field of management by the Academy of Management. Since 2006, Katz has been a member of the United Auto Workers (UAW) Public Review Board.



## PARTICIPANTS



DAVID LOPEZ

*Partner  
Outten and Golden*

David Lopez is a Partner at Outten and Golden and the attorney-in-charge at the firm's Washington, DC office. Mr. Lopez is Co-chair of the Discrimination & Retaliation Practice Group. Mr. Lopez served as General Counsel of the U.S. Equal Employment Opportunity Commission (EEOC) from April 8, 2010 until December 9, 2016 – the longest serving General Counsel of the agency. Mr. Lopez was nominated twice by President Barack Obama and confirmed by the Senate in 2010 and 2014. Mr. Lopez is the first EEOC field trial attorney to be appointed as the agency's General Counsel. As General Counsel, Mr. Lopez was in charge of the Commission's litigation program, overseeing the agency's 15 Regional Attorneys and a staff of more than 325 lawyers and legal professionals who conduct or support Commission litigation in district and appellate courts across the country. He has served at the Commission in various capacities for the past 22 years, including as Supervisory Trial Attorney in the

Phoenix District Office and Special Assistant to then-Chairman Gilbert F. Casellas.

Prior to joining the EEOC, Mr. Lopez was a Senior Trial Attorney with the Civil Rights Division, Employment Litigation Section, of the U.S. Department of Justice in Washington, DC. Between 1988 and 1991, Mr. Lopez was an Associate with Spiegel and McDiarmid in Washington, DC. Mr. Lopez obtained his J.D. from Harvard Law School in 1988 and graduated magna cum laude from Arizona State University in 1985, with a B.S. in Political Science.

Mr. Lopez is admitted to practice in the District of Columbia, as well as the United States Supreme Court, the United States Court of Appeals for the 4th Circuit, and the United States Court of Appeals for the 9th Circuit. He is a member of the National Employment Lawyers Association.



LAUREN  
MCFERRAN

*National Labor  
Relations Board  
Member*

Lauren McFerran was sworn in on December 17, 2014 for a five year term ending on December 16, 2019. Ms. McFerran was confirmed by the Senate on December 8, 2014.

Previous to her appointment to the NLRB, Ms. McFerran served as Chief Labor Counsel for the Senate Committee on Health, Education, Labor, and Pensions (HELP Committee) and had also served the Committee as Deputy Staff Director. She began on the HELP Committee as

Senior Labor Counsel for Senator Ted Kennedy and Senator Tom Harkin in 2005 and served in that capacity until 2010. Before her work in the United States Senate, Ms. McFerran was an associate at Bredhoff & Kaiser, P.L.L.C. from 2002 to 2005. She served as a law clerk for Chief Judge Carolyn Dineen King on the United States Court of Appeals for the Fifth Circuit from 2001 to 2002. Ms. McFerran received a B.A. from Rice University and a J.D. from Yale Law School.

## PARTICIPANTS



**HAROLD  
MORGAN, ILR '78**

*Jack Sheinkman  
Professor  
Cornell University  
ILR School*

Harold Morgan is senior vice president and chief human resources officer for White Lodging, a third-party management and development company with more than 170 hotels in its domestic portfolio. White Lodging has sales over \$1.4 billion, employs 12,000 associates, and operates in 21 states. Prior to White Lodging, Harold held chief human resources roles with the Chicago Transit Authority (the nation's second largest commuter rail system), IDEX Corporation (diversified \$2 billion global manufacturer), Bally Total Fitness (at the time, the largest health club chain in the U.S.), and Bally Entertainment Corporation (diversified holding company with casinos, manufacturing, and services).

He also spent 12 years at Hyatt Hotels Corporation in various field and corporate roles, ultimately holding the position of director of labor and employee relations for Hyatt, North America.

Harold holds a Bachelor of Science degree in Industrial and Labor Relations from Cornell University and is a Certified Compensation Professional. He is a member of the Human Resources Policy Association and the Cornell Institute for Hospitality Labor and Employment Relations, and is a former board member of the International Health & Racket Sports Association.



**ALAN MOMEYER**

*Vice President of  
Human Resources  
Emeritus for Loews  
Corporation*

Alan Momeyer is Vice President of Human Resources Emeritus for Loews Corporation. He is responsible for overall strategy and management of the human resource function for the New York-based diversified corporation consisting of Loews Hotels, CNA Insurance, Diamond Offshore Corporation and Boardwalk Pipelines. Alan has been with Loews since 1980.

Alan holds a Masters Degree from the University of Pittsburgh, and a Bachelors Degree from Pennsylvania State University. He is the author of numerous articles on personnel management.

Alan is the Chairman of the Board of JobsFirstNYC (JFNYC), an organization devoted to helping the workforce development agencies of New York find employment opportunities for 200,000 out-of-school and out-of-work young people. Alan is former President of

the Board of Directors of Community Access, a non-profit agency which provides housing and rehabilitation for over 2000 homeless mentally disabled citizens of New York. He is also former President and Board member of Just One Break, Inc. (JOB), an agency to employ disabled citizens, founded in 1947 by Eleanor Roosevelt, Orin Lehman, and Bernard Baruch. Alan is a member of the Board of Trustees at the University of Pittsburgh where he went to graduate school.

He is married to Janet Markoff, a partner in the legal search firm MLA Global, and they have a daughter Lily, 25 and a son Jack, 22. Lily works as a Sales Representative for Unidays in New York City, while Jack works for Yelp in San Francisco as an Account Executive.

Alan lives in Greenwich Village, New York City, and he always will.



## PARTICIPANTS



LINDA POULIOT

Founder and CEO

Linda Pouliot is founder and CEO of Dishcraft Robotics in San Carlos, California, a venture-backed startup developing robots for commercial kitchens.

In 2004, she co-founded Neato Robotics with the idea that robots can perform household chores as intelligently as humans. Neato's award-winning vacuums sell at big box retailers throughout the world, making Neato the number-two consumer robotic vacuum company globally. At Neato, Linda was VP of product management and operations, where, in addition to

product management and operations, she oversaw hiring and manufacturing.

She was COO of Adiri, Inc., where she worked on the international-award-winning Adiri Natural Nurser. She has also developed products for retail brands including Disney, Banana Republic, and QVC, as director of operations at Gouda, Inc. She has been awarded multiple patents and international awards. She graduated from the University of Michigan, Ann Arbor, with a BFA *cum laude*. Her website is [roboLinda.com](http://roboLinda.com)



PAUL  
SALVATORE

Past co-chair  
of Proskauer's  
Global Labor  
& Employment  
Law Department

Paul Salvatore is past co-chair of Proskauer's Global Labor & Employment Law Department, named by *The American Lawyer* as one of the top three U.S. practices. In addition to being highlighted in many publications and rankings, such as *Chambers* and *US Legal 500*, in 2010 *The National Law Journal* selected Paul as one of "The Decade's Most Influential Lawyers" – one of only three in the labor and employment law field. Paul negotiates major collective bargaining agreements in several industries. He also handles all types of employment litigation, arbitration, and mediation.

In its 2009 term, Paul argued and won before the U.S. Supreme Court *14 Penn Plaza LLC v. Pyett*. In a landmark 5-4 decision of importance to employers, the Court held that a collective bargaining agreement that explicitly requires union members to arbitrate employment discrimination claims is enforceable, modifying 35 years of labor law. Paul also provides advice and guidance to clients, counseling employers on how to avoid litigation and achieve their employee relations objectives through such techniques as proactive human resources policies and alternative dispute resolution.

## PARTICIPANTS



DAVID SHERWYN,  
ILR '86, JD '89

*John and Melissa Ceriale Professor of Hospitality Human Resources, Academic Director of the Cornell Institute for Hospitality Labor and Employment Relations and Stephen H. Weiss Presidential Fellow, School of Hotel Administration, Cornell University*

David Sherwyn (BS, JD, Cornell University) is the John and Melissa Ceriale Professor of Hospitality Human Resources and a Professor of Law at Cornell University's School of Hotel Administration (SHA), where he is the director of the Cornell Institute for Hospitality Labor and Employment Relations. Dave is also a research fellow at the Center for Labor and Employment Law at New York University's School of Law and of counsel to the law firm of Stokes, Wagner. He previously directed the SHA Center for Hospitality Research (CHR). Prior to joining the School of Hotel Administration, Dave practiced management-side labor and employment law for six years. Dave has published articles in numerous journals, including: *Northwestern Law Review*, *Stanford Law Review*, *UC Hasting Law Journal*, *Indiana Law Journal*,

*Berkeley Journal of Labor and Employment Law*, *Fordham Law Review*, *University of Pennsylvania Labor and Employment Law Journal*, and the *Cornell Hospitality Quarterly*. Dave teaches Business and Hospitality Law, a required class with more than 200 students, and also Labor Relations in the Hospitality Industry—a class co-taught with Cornell's ILR School. In his 17 years as a faculty member, Dave has received 15 SHA Teacher of the Year awards. In 2014 he was named a Stephan H. Weiss Presidential Fellow—Cornell's most prestigious teaching award. In 2002, Dave created and hosted the CHR's first hospitality industry roundtable and subsequently has hosted more than 20 roundtables. The success of this roundtable has led to development of numerous roundtables in other SHA disciplines.



TONY SIMONS

*Professor, School of Hotel Administration, Cornell University*

Professor Tony Simons teaches organizational behavior, negotiation and leadership. His research examines trust – employee trust in leaders, executive team member trust, and trust in supply chain relationships. In particular, Simons has focused on how well people are seen as keeping their word – delivering on their promises

and living espoused values. This simple perception has huge practical consequence and is very challenging to maintain impeccably. His research and consulting work supports managers in meeting this challenge. He speaks, trains, consults and designs surveys for organizations both within and beyond the hospitality industry.



## PARTICIPANTS



ANAND SINGH

President  
UNITEHERE!  
Local 2

Anand Singh is President of UNITE HERE Local 2, representing 12,000 hotel and food service workers in San Francisco and San Mateo County. He was elected in 2015, after having led contract fights and campaigns in the

Bay Area and in Vancouver, British Columbia, including a successful strike by 1,000 restaurant workers at San Francisco International Airport.



J. BRUCE TRACEY

Professor  
School of Hotel  
Administration  
Cornell University

J. Bruce Tracey is a professor of management and the associate dean for academic affairs at Cornell University's School of Hotel Administration. He has taught courses in human resources (HR) management for undergraduate, graduate, and professional audiences throughout North America, Europe, Middle East and Africa, and Asia, and he has won several awards for his efforts. He has conducted research on a wide range of strategic and operational-level HR topics, including the roles and relevance of HR flexibility, impact of training initiatives on individual and firm performance, employee turnover, employment law, and leadership. He has presented his work at numerous regional, national and international

conferences, and his research has been published in many of the top-tier discipline and applied outlets, including the *Journal of Applied Psychology*, *Personnel Psychology*, *Journal of Management*, *Organizational Research Methods*, *Cornell Hospitality Quarterly*, and the *University of Pennsylvania Journal of Labor and Employment Law*. Tracey's sponsors for research and consulting include Four Seasons Hotels and Resorts, Hilton Worldwide, Marriott International, Mövenpick Hotels and Resorts, Wynn Resorts, Hillstone Restaurant Group, and Uno Chicago Grill, and he has been cited in the *New York Times*, *USA Today*, *Fast Company*, and the *Orlando Sentinel*, among other popular press outlets.

## PARTICIPANTS



**PAUL WAGNER,**  
ILR '86, JD '90

*Adjunct  
Professor  
School of Hotel  
Administration  
Cornell  
University*

An adjunct professor at the School of Hotel Administration in the Cornell SC Johnson College of Business, Paul Wagner has been a trial attorney for over 20 years and has successfully litigated hundreds of cases, including class actions, throughout the U.S. and Mexico. His practice has been devoted to labor and employment law, primarily representing hotel and restaurant management companies and owners, litigating in federal and state court, private and public arbitration, and administrative agencies including the EEOC, USDOL, NLRB, and numerous state and municipal agencies. He routinely defends claims involving every type of employment discrimination, wage

and hour violations, ERISA, labor issues, non-competition agreements, civil rights violations, and executive compensation. Having grown up with an international background (in Canada, Liberia, and Kenya), his labor practice extends outside the United States to include labor consulting in Canada, the Caribbean, and Central and South America. He also specializes in the defense of commercial and intellectual property disputes and has broad experience in commercial, employment, labor, and international arbitration forums. Paul has a national reputation for representing employers in collective bargaining negotiations and union campaigns.



**NIA WINSTON**

*President  
UNITEHERE!*

Nia Winston is president of UNITEHERE! Michigan/Ohio Local 24. UNITEHERE! represents workers who work in hotel, gaming, food service, airport, manufacturing, distribution and transportation industries. Nia leads the day to day operations of Local 24 which include contract negotiations through collective bargaining, organizing labor as it relates to politics in addition to advancing the economic and job interests of the union membership.

In January 2017 Nia Winston became vice president and a general executive board member of UNITEHERE! International Union. She also formerly served as Executive Director and Recording Secretary for UNITEHERE! Local 24. In 2008 she graduated from Wayne State University labor studies program.

Nia started getting involved in labor when she worked as an employee at Motor City Casino which has a labor agreement with UNITEHERE! Local 24. From this she became a shop steward and activist for Local 24 UNITEHERE! This led her to organizing and delegating others to get involved in progressing local 24's economic, social, and political agenda. In September 2016 Nia was honored with the Wayne State University Labor Education Rising Star Award. "In recognition of her significant contribution to the labor movement and the community".

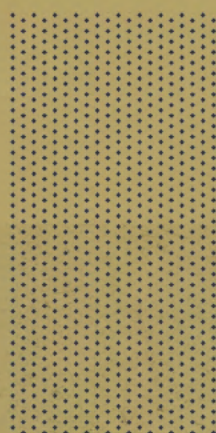
Nia continues to assist her staff and workplace leaders in organizing new members and work places in order to keep and improve the working standards of the workers.



Cornell University  
School of Hotel Administration  
Cornell Institute for Hospitality Labor  
and Employment Relations  
Ithaca, NY 14853

Phone: 607.255.6574  
[cihler@cornell.edu](mailto:cihler@cornell.edu)

[cihler.cornell.edu](http://cihler.cornell.edu)



**From:** (b) (6)  
**To:** [McFerran, Lauren](#)  
**Cc:** [Nick Clark](#); (b) (6)  
**Subject:** The Honorable Lauren McFerran Speaker Confirmation  
**Date:** Wednesday, August 16, 2017 2:00:59 PM  
**Attachments:** [The Honorable Lauren McFerran Confirmation.docx](#)

---

(b) (6)

(b) (6)

United Food & Commercial Workers  
International Union, AFL-CIO, CLC  
1775 K Street NW  
Washington DC 20006-1598  
Direct: (b) (6)  
Fax: (202) 354-5013  
Email: (b) (6) [@ufcw.org](mailto:(b) (6)@ufcw.org)



Writer's Direct Contact  
(202) 466-1522  
nclark@ufcw.org

Via email and 1<sup>st</sup> class mail

August 16, 2017

The Honorable Lauren McFerran, Member  
National Labor Relations Board  
1015 Half Street SE  
Washington DC 20570-0001

Dear Member McFerran:

We look forward to having you as a speaker as this year's UFCW International Union Attorneys' Conference (Conference), which will be held Sunday, October 1 through Wednesday, October 4, at the Loews Coronado Bay Resort located at 4000 Coronado Bay Road, Coronado, California 92118. You are schedule to speak at 8:00 a.m., Tuesday, October 3.

We are prepared to offer reasonable travel cost assistance that is consistent with your agency's policies, including hotel, air and ground transportation, and meal expenses.

Please complete your conference registration online via Cvent by [clicking here](#). The deadline to register is August 28, 2017, to allow sufficient time to plan our receptions and other events. There will be a reception/dinner at the Conference on Tuesday, October 3 at 7 p.m.

Hotel reservations can be made once you have completed the registration process by clicking on the "Make A Hotel Reservation" link on your confirmation page or by [clicking here](#). You may also make hotel reservations by calling the Loews' reservation line at 1-800-235-6397 and referencing the "2017 UFCW Attorneys' Conference" or event code UFCWAC. The group rate is \$239/night for single/double occupancy plus a resort fee of \$7/day and applicable taxes. Please note that the hotel will charge an early check-out fee of \$100. To avoid an early check-out fee, please notify the hotel at or before check-in of any changes to your reservation. The hotel will waive the early check-out fee in cases of medical or family emergencies. **Hotel Reservations must be made no later than August 28, 2017.**

A tentative agenda is available on the Conference website by [clicking here](#). For information about the hotel, the community, or travel options please [click here](#) to visit the hotel's website.

If you have any questions regarding registration or hotel reservations, please contact

(b) (6) at (b) (6) or (b) (6)  
(b) (6) at (b) (6).

For any questions about the Conference, please contact (b) (6)  
(b) (6) at (b) (6) or (b) (6) at  
(b) (6).

Thanks, and we look forward to seeing you in October.



Nicholas Clark  
General Counsel

**Anthony M. Perrone**, *International President*

**Esther R. López**, *International Secretary-Treasurer*

United Food & Commercial Workers International Union, AFL-CIO, CLC  
1775 K St, NW Washington, DC 20006-1598  
Office (202) 223-3111 Fax (202) 466-1562 [www.ufcw.org](http://www.ufcw.org)

**From:** [Nick Clark](#)  
**To:** [McFerran, Lauren](#)  
**Subject:** Re: 2017 UFCW Attorneys Conference - Speaker Invitation  
**Date:** Tuesday, September 12, 2017 5:54:12 PM

---

Lauren, please call this number instead: (b) (6) thanks

Sent from my iPhone

On Sep 12, 2017, at 5:24 PM, Nick Clark <[nclark@ufcw.org](mailto:nclark@ufcw.org)> wrote:

202-466-1522 thanks

Sent from my iPhone

On Sep 12, 2017, at 4:48 PM, McFerran, Lauren <[Lauren.McFerran@nlrb.gov](mailto:Lauren.McFerran@nlrb.gov)> wrote:

Sounds good. What number should I call?

---

**From:** Nick Clark [<mailto:nclark@ufcw.org>]  
**Sent:** Tuesday, September 12, 2017 4:29 PM  
**To:** McFerran, Lauren <[Lauren.McFerran@nlrb.gov](mailto:Lauren.McFerran@nlrb.gov)>  
**Subject:** RE: 2017 UFCW Attorneys Conference - Speaker Invitation

How about 10am tomorrow?

---

**From:** McFerran, Lauren [<mailto:Lauren.McFerran@nlrb.gov>]  
**Sent:** Tuesday, September 12, 2017 4:14 PM  
**To:** Nick Clark <[nclark@ufcw.org](mailto:nclark@ufcw.org)>  
**Subject:** RE: 2017 UFCW Attorneys Conference - Speaker Invitation

Yes, I would love to talk about the speech and what I can focus on that would be the most helpful to the group. Is there a time tomorrow or Thursday that would be convenient to chat?

Thanks,  
Lauren

---

**From:** Nick Clark [<mailto:nclark@ufcw.org>]  
**Sent:** Tuesday, September 12, 2017 2:13 PM  
**To:** McFerran, Lauren <[Lauren.McFerran@nlrb.gov](mailto:Lauren.McFerran@nlrb.gov)>  
**Subject:** RE: 2017 UFCW Attorneys Conference - Speaker Invitation

Lauren, hope all is well with you. Please let me know if you would like to

chat about the program some time before the conference. Also, I see from your itinerary that you plan on being with us Tuesday evening. Note that we have a reception and dinner Tuesday evening at the hotel which we hope you can attend. Look forward to seeing you in California,  
- Nick

---

Nicholas W. Clark  
General Counsel  
UFCW International Union  
1775 K Street, NW  
Washington DC 20006  
202-466-1522

---

**From:** McFerran, Lauren [<mailto:Lauren.McFerran@nlrb.gov>]  
**Sent:** Tuesday, March 21, 2017 5:49 PM  
**To:** Nick Clark <[nclark@ufcw.org](mailto:nclark@ufcw.org)>  
**Cc:** Griffin, Richard F. <[Richard.Griffin@nlrb.gov](mailto:Richard.Griffin@nlrb.gov)>  
**Subject:** RE: 2017 UFCW Attorneys Conference - Speaker Invitation

My apologies for the delay in getting back to you. Thank you for the invitation – I would be happy to participate, and I think the Tuesday date would work well for me. Would it be possible for you to send a letter of invitation that I can provide to our agency ethics office for approval?

I look forward to meeting the group-

Best,  
Lauren McFerran

Lauren McFerran  
Member  
National Labor Relations Board

---

**From:** Nick Clark [<mailto:nclark@ufcw.org>]  
**Sent:** Friday, March 10, 2017 9:10 AM  
**To:** McFerran, Lauren <[Lauren.McFerran@nlrb.gov](mailto:Lauren.McFerran@nlrb.gov)>  
**Cc:** Griffin, Richard F. <[Richard.Griffin@nlrb.gov](mailto:Richard.Griffin@nlrb.gov)>  
**Subject:** 2017 UFCW Attorneys Conference - Speaker Invitation



Dear Member McFerran, please accept our invitation to speak at the UFCW's 2017 Attorneys' Conference, which will be held Sunday, October 1 – Wednesday, October 4, 2017 at the Loews Coronado Bay hotel, in San Diego, CA. <https://www.loewshotels.com/coronado-bay-resort>

Conference sessions are Monday, Tuesday and Wednesday from 8:00 am – 12:30pm. There is a reception Sunday evening October 1 and a dinner Tuesday evening October 3. **We have slotted you to speak Tuesday morning, October 3.** General Counsel Griffin has agreed to speak on Monday morning, October 2, and has offered to switch days with you if Monday is more convenient for you. We are prepared to offer any assistance with travel expenses that is consistent with the NLRB's policies.

The UFCW has 1.3 million members employed primarily in the retail supermarket, meat packing and food processing industries. The conference attendees are labor and employment lawyers who represent UFCW local unions throughout the U.S and Canada.

Thanks for your consideration, and we look forward to seeing you in San Diego.

-Nick Clark

Nicholas W. Clark  
General Counsel  
UFCW International Union  
1775 K St., NW  
Washington, DC 20006  
202-466-1522

**From:** [McFerran, Lauren](#)  
**To:** [Nick Clark](#)  
**Subject:** Re: UFCW Attorneys Conference Agenda  
**Date:** Thursday, September 21, 2017 5:10:13 PM

---

Even better. Thanks.

Get [Outlook for iOS](#)

---

**From:** Nick Clark <nclark@ufcw.org>  
**Sent:** Thursday, September 21, 2017 10:48:00 AM  
**To:** McFerran, Lauren  
**Subject:** UFCW Attorneys Conference Agenda

Lauren, please note slight change in the time for your Tues. Oct 3 presentation, from 8:00 – 8:45 am to 8:30 – 9:15 am. Thanks,  
- Nick

---

Nicholas W. Clark  
General Counsel  
UFCW International Union  
1775 K Street, NW  
Washington DC 20006  
202-466-1522



**CONFERENCE AGENDA**

**SUNDAY, OCTOBER 1**

**2:00 – 5:00 P.M.                      REGISTRATION**

**7:00 – 10:00 P.M.                      WELCOME RECEPTION AND DINNER**

**MONDAY, OCTOBER 2**

**7:00 – 8:00 A.M.                      BREAKFAST**

**8:00 – 9:00 A.M.                      TRUMP'S IMPACT ON LABOR LAW: WHAT'S HAPPENED, WHAT'S IN THE WORKS AND WHAT TO EXPECT**  
Lynn Rhinehart, General Counsel  
AFL-CIO, Washington, DC

*Moderator:*  
Peter Ford, Assistant General Counsel  
UFCW International Union, Washington, DC

**9:00 – 10:15 A.M.                      ADVANCING WORKER RIGHTS THROUGH STATE AND LOCAL LEGISLATION OR BALLOT INITIATIVES**  
Sherry Leiwant, Esquire  
Co-President  
A Better Balance, New York, NY

Ademola Oyefeso, Director  
Legislative and Political Action Department  
UFCW International Union, Washington, DC

*Moderator:*  
Iris Packman, Assistant General Counsel  
UFCW International Union, Washington, DC

**10:15 – 10:30 A.M.                      BREAK**

**10:30 A.M. – 11:30 P.M.                      CREATING LEVERAGE IN COLLECTIVE BARGAINING DISPUTES**  
David Rosenfeld, Esquire  
Weinberg, Roger & Rosenfeld, Alameda, CA

*Moderator:*  
Joey Hipolito, Assistant General Counsel  
UFCW International Union, Washington, DC

**11:30 A.M. – 12:30 P.M.                      SIT-IN, INTERMITTENT, AND UNFAIR LABOR PRACTICE STRIKES**  
Joey Hipolito, Assistant General Counsel  
UFCW International Union, Washington, DC

Deborah Gaydos, Esquire  
Berkeley Springs, WV

**TUESDAY, OCTOBER 3**

- |                           |  |
|---------------------------|--|
| <b>7:00 – 8:00 A.M.</b>   | <b>BREAKFAST</b>   |
| <b>8:00 – 8:30 A.M.</b>   | Marc Perrone, International President<br>UFCW International Union, Washington, DC  |
| <b>8:30 – 9:15 A.M.</b>   | <b>GUEST SPEAKER</b><br>The Honorable Lauren McFerran, Member<br>National Labor Relations Board, Washington, DC  |
| <b>9:15 – 10:00 A.M.</b>  | <b>GUEST SPEAKER</b><br>The Honorable Bob Ferguson<br>Washington State Attorney General<br>Olympia, WA   |
| <b>10:00 – 10:15 A.M.</b> | <b>BREAK</b>   |
| <b>10:15 – 11:15 A.M.</b> | <b>USING SALTS IN UNION ORGANIZING CAMPAIGNS</b><br>Todd Crosby, President<br>UFCW Local No. 21, Seattle, WA<br><br><i>Speaker and Moderator:</i><br>George Wiszynski, Associate General Counsel<br>UFCW International Union, Washington, DC |
| <b>11:15 – 12:15 P.M.</b> | <b>MINIMIZING DEFAMATION RISKS IN UNION CAMPAIGNS</b><br>Michael Rubin, Esquire<br>Altshuler Berzon, San Francisco, CA<br><br><i>Moderator:</i><br>Nick Clark, General Counsel<br>UFCW International Union, Washington, DC                   |
| <b>7:00 – 10:00 P.M.</b>  | <b>RECEPTION AND DINNER</b>  |

**WEDNESDAY, OCTOBER 4**

**7:00 – 8:00 A.M.                      BREAKFAST**

**8:00 – 8:45 A.M.                      GUEST SPEAKER**  
The Honorable Richard Griffin, General Counsel  
National Labor Relations Board, Washington, DC

**8:45 – 10:00 A.M.                      PROTECTING IMMIGRANT RIGHTS IN THE TRUMP ERA**  
Monica Guizar, Esquire  
Weinberg, Roger & Rosenfeld, Los Angeles, CA

Leon Dayan, Esquire  
Bredhoff & Kaiser, Washington, DC

*Speaker and Moderator:*  
Reneé Bowser, Assistant General Counsel  
UFCW International Union, Washington, DC

**10:00 – 10:15 A.M.                      BREAK**

**10:15 – 11:15 A.M.                      DEVELOPMENTS IN SEX DISCRIMINATION LAWS: ADVOCACY FOR PREGNANT AND LGBT WORKERS**  
Cynthia Calvert, Esquire  
Work Life Law, UC Hastings College of the Law, San Francisco, CA

Melissa Deleon, Esquire  
LGBTQ, Gender & Reproductive Justice Project  
ACLU San Diego  
San Diego, CA

*Moderator:*  
Iris Packman, Assistant General Counsel  
UFCW International Union, Washington, DC

**11:15 – 12:15 P.M.                      ETHICS ISSUES ARISING WHEN A UNION RECEIVES CONFIDENTIAL WORKPLACE DOCUMENTS OR OTHER INFORMATION**  
Joseph Paller, Jr., Esquire  
Gilbert & Sackman, Los Angeles, CA

*Moderator:*  
Randall Vehar, Assistant General Counsel  
UFCW International Union, Chemical Workers Union Council, Akron, OH



**AGENDA**  
**AT-A-GLANCE**

**SUNDAY, OCTOBER 1**

- 2:00 – 5:00 P.M.**                      **REGISTRATION** (*Constellation Foyer*)
- 7:00 – 10:00 P.M.**                      **WELCOME RECEPTION AND DINNER** (*Bay Terrace*)

**MONDAY, OCTOBER 2**

- 7:00 – 8:00 A.M.**                      **BREAKFAST** (*Cambria/Britannia Room*)
- 8:00 A.M. – Noon**                      **GENERAL SESSIONS** (*Constellation Ballroom*)

**TUESDAY, OCTOBER 3**

- 7:00 – 8:00 A.M.**                      **BREAKFAST** (*Cambria/Britannia Room*)
- 8:00 A.M. – 12:45 P.M.**                      **GENERAL SESSIONS** (*Constellation Ballroom*)
- 7:00- 10:00 P.M.**                      **RECEPTION AND DINNER** (*Bay Terrace*)

**WEDNESDAY, OCTOBER 4**

- 7:00 – 8:00 A.M.**                      **BREAKFAST** (*Cambria/Britannia Room*)
- 8:00 A.M. – 12:15 P.M.**                      **GENERAL SESSIONS** (*Constellation Ballroom*)

**Attorneys representing UFCW affiliates may access conference papers at [www.ufcwlegal.org](http://www.ufcwlegal.org). To gain access, visit the website and click on the “New User Registration” link.**

**Please direct all technical questions to Susan Kelly at Microsearch, (781) 231-9991, ext. 15.**

**From:** [McFerran, Lauren](#)  
**To:** (b) (6)  
**Cc:** [Pleasants, Denise](#)  
**Subject:** RE: 2017 UFCW Attorneys' Conference  
**Date:** Friday, September 22, 2017 12:27:00 PM

---

Terrific – thanks!

---

**From:** (b) (6) [mailto:(b) (6)@ufcw.org]  
**Sent:** Friday, September 22, 2017 12:27 PM  
**To:** McFerran, Lauren <Lauren.McFerran@nlrb.gov>  
**Cc:** Pleasants, Denise <Denise.Pleasants@nlrb.gov>  
**Subject:** RE: 2017 UFCW Attorneys' Conference

Yes – My apologies... I didn't change the first name on the email. All of the confirmation information is correct for you. Thank you.

---

**From:** McFerran, Lauren [<mailto:Lauren.McFerran@nlrb.gov>]  
**Sent:** Friday, September 22, 2017 12:24 PM  
**To:** (b) (6)  
**Cc:** Pleasants, Denise  
**Subject:** RE: 2017 UFCW Attorneys' Conference

Sorry, just to confirm – is this information correct for me, or for Lynn (another of the speakers at the conference?)

Many thanks,  
Lauren McFerran

*Lauren McFerran*  
*Member*  
*National Labor Relations Board*

---

**From:** (b) (6) [mailto:(b) (6)@ufcw.org]  
**Sent:** Friday, September 22, 2017 10:36 AM  
**To:** McFerran, Lauren <[Lauren.McFerran@nlrb.gov](mailto:Lauren.McFerran@nlrb.gov)>  
**Cc:** Pleasants, Denise <[Denise.Pleasants@nlrb.gov](mailto:Denise.Pleasants@nlrb.gov)>  
**Subject:** 2017 UFCW Attorneys' Conference

Good Morning Lynn – Your confirmation for the Loews Hotel is (b) (6) arriving 10/2 departing 10/4. Also, attached is a copy of our final agenda. Please contact me if you should need any further information. Have a great weekend.

(b) (6)

(b) (6)

United Food & Commercial Workers

International Union, AFL-CIO, CLC

1775 K Street NW

Washington DC 20006-1598

Direct: (b) (6)

Fax: (202) 354-5013

Email: (b) (6) [@ufcw.org](mailto:(b) (6)@ufcw.org)

**CONFERENCE AGENDA**

**SUNDAY, OCTOBER 1**

**2:00 – 5:00 P.M.                      REGISTRATION**

**7:00 – 10:00 P.M.                      WELCOME RECEPTION AND DINNER**

**MONDAY, OCTOBER 2**

**7:00 – 8:00 A.M.                      BREAKFAST**

**8:00 – 9:00 A.M.                      TRUMP'S IMPACT ON LABOR LAW: WHAT'S HAPPENED, WHAT'S IN THE WORKS AND WHAT TO EXPECT**  
Lynn Rhinehart, General Counsel  
AFL-CIO, Washington, DC

*Moderator:*  
Peter Ford, Assistant General Counsel  
UFCW International Union, Washington, DC

**9:00 – 10:15 A.M.                      ADVANCING WORKER RIGHTS THROUGH STATE AND LOCAL LEGISLATION OR BALLOT INITIATIVES**  
Sherry Leiwant, Esquire  
Co-President  
A Better Balance, New York, NY

Ademola Oyefeso, Director  
Legislative and Political Action Department  
UFCW International Union, Washington, DC

*Moderator:*  
Iris Packman, Assistant General Counsel  
UFCW International Union, Washington, DC

**10:15 – 10:30 A.M.                      BREAK**

**10:30 A.M. – 11:30 P.M.                      CREATING LEVERAGE IN COLLECTIVE BARGAINING DISPUTES**  
David Rosenfeld, Esquire  
Weinberg, Roger & Rosenfeld, Alameda, CA

*Moderator:*  
Joey Hipolito, Assistant General Counsel  
UFCW International Union, Washington, DC

**11:30 A.M. – 12:30 P.M.                      SIT-IN, INTERMITTENT, AND UNFAIR LABOR PRACTICE STRIKES**  
Joey Hipolito, Assistant General Counsel  
UFCW International Union, Washington, DC

Deborah Gaydos, Esquire  
Berkeley Springs, WV

**TUESDAY, OCTOBER 3**

- |                           |  |
|---------------------------|--|
| <b>7:00 – 8:00 A.M.</b>   | <b>BREAKFAST</b>   |
| <b>8:00 – 8:30 A.M.</b>   | Marc Perrone, International President<br>UFCW International Union, Washington, DC  |
| <b>8:30 – 9:15 A.M.</b>   | <b>GUEST SPEAKER</b><br>The Honorable Lauren McFerran, Member<br>National Labor Relations Board, Washington, DC  |
| <b>9:15 – 10:00 A.M.</b>  | <b>GUEST SPEAKER</b><br>The Honorable Bob Ferguson<br>Washington State Attorney General<br>Olympia, WA   |
| <b>10:00 – 10:15 A.M.</b> | <b>BREAK</b>   |
| <b>10:15 – 11:15 A.M.</b> | <b>USING SALTS IN UNION ORGANIZING CAMPAIGNS</b><br>Todd Crosby, President<br>UFCW Local No. 21, Seattle, WA<br><br><i>Speaker and Moderator:</i><br>George Wiszynski, Associate General Counsel<br>UFCW International Union, Washington, DC |
| <b>11:15 – 12:15 P.M.</b> | <b>MINIMIZING DEFAMATION RISKS IN UNION CAMPAIGNS</b><br>Michael Rubin, Esquire<br>Altshuler Berzon, San Francisco, CA<br><br><i>Moderator:</i><br>Nick Clark, General Counsel<br>UFCW International Union, Washington, DC                   |
| <b>7:00 – 10:00 P.M.</b>  | <b>RECEPTION AND DINNER</b>  |



**WEDNESDAY, OCTOBER 4**

- |                           |  |
|---------------------------|--|
| <b>7:00 – 8:00 A.M.</b>   | <b>BREAKFAST</b>   |
| <b>8:00 – 8:45 A.M.</b>   | <b>GUEST SPEAKER</b><br>The Honorable Richard Griffin, General Counsel<br>National Labor Relations Board, Washington, DC   |
| <b>8:45 – 10:00 A.M.</b>  | <b>PROTECTING IMMIGRANT RIGHTS IN THE TRUMP ERA</b><br>Monica Guizar, Esquire<br>Weinberg, Roger & Rosenfeld, Los Angeles, CA<br><br>Leon Dayan, Esquire<br>Bredhoff & Kaiser, Washington, DC<br><br><i>Speaker and Moderator:</i><br>Reneé Bowser, Assistant General Counsel<br>UFCW International Union, Washington, DC  |
| <b>10:00 – 10:15 A.M.</b> | <b>BREAK</b>   |
| <b>10:15 – 11:15 A.M.</b> | <b>DEVELOPMENTS IN SEX DISCRIMINATION LAWS: ADVOCACY FOR PREGNANT AND LGBT WORKERS</b><br>Cynthia Calvert, Esquire<br>Work Life Law, UC Hastings College of the Law, San Francisco, CA<br><br>Melissa Deleon, Esquire<br>LGBTQ, Gender & Reproductive Justice Project<br>ACLU San Diego<br>San Diego, CA<br><br><i>Moderator:</i><br>Iris Packman, Assistant General Counsel<br>UFCW International Union, Washington, DC |
| <b>11:15 – 12:15 P.M.</b> | <b>ETHICS ISSUES ARISING WHEN A UNION RECEIVES CONFIDENTIAL WORKPLACE DOCUMENTS OR OTHER INFORMATION</b><br>Joseph Paller, Jr., Esquire<br>Gilbert & Sackman, Los Angeles, CA<br><br><i>Moderator:</i><br>Randall Vehar, Assistant General Counsel<br>UFCW International Union, Chemical Workers Union Council, Akron, OH  |

**AGENDA**  
**AT-A-GLANCE**

**SUNDAY, OCTOBER 1**

- |                          |  |
|--------------------------|--|
| <b>2:00 – 5:00 P.M.</b>  | <b>REGISTRATION</b> ( <i>Constellation Foyer</i> )         |
| <b>7:00 – 10:00 P.M.</b> | <b>WELCOME RECEPTION AND DINNER</b> ( <i>Bay Terrace</i> ) |

**MONDAY, OCTOBER 2**

- |                         |   |
|-------------------------|---|
| <b>7:00 – 8:00 A.M.</b> | <b>BREAKFAST</b> ( <i>Cambria/Britannia Room</i> )        |
| <b>8:00 A.M. – Noon</b> | <b>GENERAL SESSIONS</b> ( <i>Constellation Ballroom</i> ) |

**TUESDAY, OCTOBER 3**

- |                               |   |
|-------------------------------|---|
| <b>7:00 – 8:00 A.M.</b>       | <b>BREAKFAST</b> ( <i>Cambria/Britannia Room</i> )        |
| <b>8:00 A.M. – 12:45 P.M.</b> | <b>GENERAL SESSIONS</b> ( <i>Constellation Ballroom</i> ) |
| <b>7:00- 10:00 P.M.</b>       | <b>RECEPTION AND DINNER</b> ( <i>Bay Terrace</i> )        |

**WEDNESDAY, OCTOBER 4**

- |                               |   |
|-------------------------------|---|
| <b>7:00 – 8:00 A.M.</b>       | <b>BREAKFAST</b> ( <i>Cambria/Britannia Room</i> )        |
| <b>8:00 A.M. – 12:15 P.M.</b> | <b>GENERAL SESSIONS</b> ( <i>Constellation Ballroom</i> ) |

**Attorneys representing UFCW affiliates may access conference papers at [www.ufcwlegal.org](http://www.ufcwlegal.org). To gain access, visit the website and click on the “New User Registration” link.**

**Please direct all technical questions to Susan Kelly at Microsearch, (781) 231-9991, ext. 15.**

**From:** [Kaplan, Marvin E.](#)  
**To:** [Miscimarra, Philip A.](#); [Nicole Berner](#); [Judy Rivlin](#); [pj.andrews@seiu.org](#)  
**Cc:** [Emanuel, William](#); [McFerran, Lauren](#); [Pearce, Mark G.](#); [Allen, Jamal](#); [Burow, Kathy](#); [Gilman, Joseph](#); [Ketcham, Lori](#); [Skinner, Shelly C.](#)  
**Subject:** RE: Phil Miscimarra RSVP - SEIU/AFSCME Lawyers' Conference Reception (Tues Oct. 10 at 6 pm)  
**Date:** Wednesday, September 27, 2017 7:10:52 AM

---

Unfortunately, I will be unable to attend on October 10. I hope I will have an opportunity to participate in future events.

Thank you,

Marvin

---

**From:** Miscimarra, Philip A.  
**Sent:** Tuesday, September 26, 2017 7:11 PM  
**To:** Nicole Berner <[nicole.berner@seiu.org](mailto:nicole.berner@seiu.org)>; Judy Rivlin <[JRivlin@afscme.org](mailto:JRivlin@afscme.org)>; [pj.andrews@seiu.org](mailto:pj.andrews@seiu.org)  
**Cc:** Emanuel, William <[William.Emanuel@nlrb.gov](mailto:William.Emanuel@nlrb.gov)>; Kaplan, Marvin E. <[Marvin.Kaplan@nlrb.gov](mailto:Marvin.Kaplan@nlrb.gov)>; McFerran, Lauren <[Lauren.McFerran@nlrb.gov](mailto:Lauren.McFerran@nlrb.gov)>; Pearce, Mark G. <[Mark.Pearce@nlrb.gov](mailto:Mark.Pearce@nlrb.gov)>; Miscimarra, Philip A. <[Philip.Miscimarra@nlrb.gov](mailto:Philip.Miscimarra@nlrb.gov)>; Allen, Jamal <[Jamal.Allen@nlrb.gov](mailto:Jamal.Allen@nlrb.gov)>; Burow, Kathy <[Kathy.Burow@nlrb.gov](mailto:Kathy.Burow@nlrb.gov)>; Gilman, Joseph <[Joseph.Gilman@nlrb.gov](mailto:Joseph.Gilman@nlrb.gov)>; Ketcham, Lori <[Lori.Ketcham@nlrb.gov](mailto:Lori.Ketcham@nlrb.gov)>; Skinner, Shelly C. <[Shelly.Skinner@nlrb.gov](mailto:Shelly.Skinner@nlrb.gov)>  
**Subject:** Phil Miscimarra RSVP - SEIU/AFSCME Lawyers' Conference Reception (Tues Oct. 10 at 6 pm)

Dear Nicole, Judy and PJ:

Thank you for the invitation to the October 10 reception at 6:00 pm at the Marriott Wardman Park hotel in Woodley Park. I would be delighted to attend, and to say a few words regarding the NLRB, subject to approval from our ethics advisors (who I have copied).

My colleagues on the Board are also copied, and I anticipate they will independently indicate whether or not they can participate.

All the best,

Phil

**Philip A. Miscimarra**  
Chairman  
National Labor Relations Board  
1015 Half Street SE | Washington, DC 20570  
202-273-1790 | [philip.miscimarra@nlrb.gov](mailto:philip.miscimarra@nlrb.gov)  
Assistant: Martha Logan-Biggs | [martha.logan-biggs@nlrb.gov](mailto:martha.logan-biggs@nlrb.gov)

**From:** Nicole Berner [<mailto:nicole.berner@seiu.org>]  
**Sent:** Tuesday, September 26, 2017 3:48 PM  
**To:** Emanuel, William <[William.Emanuel@nlrb.gov](mailto:William.Emanuel@nlrb.gov)>; Kaplan, Marvin E. <[Marvin.Kaplan@nlrb.gov](mailto:Marvin.Kaplan@nlrb.gov)>; McFerran, Lauren <[Lauren.McFerran@nlrb.gov](mailto:Lauren.McFerran@nlrb.gov)>; Miscimarra, Philip A.

<[Philip.Miscimarra@nrlrb.gov](mailto:Philip.Miscimarra@nrlrb.gov)>; Pearce, Mark G. <[Mark.Pearce@nrlrb.gov](mailto:Mark.Pearce@nrlrb.gov)>

**Cc:** Judy Rivlin <[JRivlin@afscme.org](mailto:JRivlin@afscme.org)>

**Subject:** Invitation - SEIU/AFSCME Lawyers' Conference Reception

Dear Members of the National Labor Relations Board:

I write on behalf of myself and AFSCME General Counsel Judy Rivlin.

Early next month, the legal departments of SEIU and AFSCME will be hosting our bi-annual Lawyers Conference here in Washington, DC. The conference will bring together nearly 250 attorneys that represent our local unions and members from throughout the United States, Canada and Puerto Rico.

We would like to extend a personal invitation to you to join us for the opening night reception of the upcoming conference. The reception will take place on October 10 at 6:00 pm at the Marriott Wardman Park hotel in Woodley Park. If you are able to attend, we would be delighted if you would be willing to speak briefly at the reception about your role as a Member of the National Labor Relations Board.

We very much hope you are able to join us. If you are able to do so, please RSVP to PJ Andrews at [pj.andrews@seiu.org](mailto:pj.andrews@seiu.org).

Looking forward to seeing you,

Nicole

Nicole G. Berner  
General Counsel  
Service Employees International Union  
1800 Massachusetts Avenue, NW  
Washington, DC 20036  
Office Phone: 202-730-7383  
Mobile Phone: 202-531-9612

This message is intended only for the use of the individual or entity to whom it is addressed, is confidential, and may contain information that is privileged and exempt from disclosure under applicable law. Unless you are the addressee, or are authorized to receive this message for the addressee, you are hereby notified that any dissemination, distribution, or copying of this message, its attachments or any information contained in the message or attachments, is strictly prohibited. If you are not the addressee, please advise the sender by reply e-mail at [nicole.berner@seiu.org](mailto:nicole.berner@seiu.org) and delete the message and any attachments.

To ensure compliance with requirements imposed by the IRS, please be advised that, unless otherwise expressly indicated, any federal tax advice contained in this communication was not intended or written to be used, and cannot be used, for the purpose of (i) avoiding tax-related penalties under the Internal Revenue Code or applicable state or local tax law provisions or (ii) promoting, marketing or recommending to another party any tax-related matter addressed herein.

**From:** [Abruzzo, Jennifer](#)  
**To:** [Miscimarra, Philip A.](#); [Pearce, Mark G.](#); [McFerran, Lauren](#); [Celine McNicholas](#)  
**Subject:** Dinner for Dick - Tuesday, October 31  
**Date:** Wednesday, October 4, 2017 3:20:19 PM

---

I have made reservations for Pearl Dive Oyster Palace (one of his favorites) for us on October 31 at 6:30. That is his last day, so thought we could make sure that he goes out with a bang.

It was also the only day in the whole month that I could get everyone's schedule to work!! Take care



**From:** [Johnda Bentley](#)  
**To:** [McFerran, Lauren](#)  
**Cc:** [pj.andrews@seiu.org](mailto:pj.andrews@seiu.org)  
**Subject:** Re: SEIU/AFSCME Lawyers' Conference Reception Oct. 10th  
**Date:** Tuesday, October 10, 2017 12:59:01 PM

---

Excellent! Looking forward to seeing you, Lauren.

On Tue, Oct 10, 2017 at 12:16 PM, McFerran, Lauren <[Lauren.McFerran@nrlb.gov](mailto:Lauren.McFerran@nrlb.gov)> wrote:  
Apologies for the late reply -- I just noticed my reply to your email in my "drafts" folder.  
Thank you very much for the invitation -- I would be more than happy to attend and to speak briefly about my experiences as a board member.

Best,  
Lauren

Get [Outlook for iOS](#)

---

From: Johnda Bentley <[johnda.bentley@seiu.org](mailto:johnda.bentley@seiu.org)>  
Sent: Tuesday, October 3, 2017 7:20 AM  
Subject: SEIU/AFSCME Lawyers' Conference Reception Oct. 10th  
To: McFerran, Lauren <[lauren.mcferran@nrlb.gov](mailto:lauren.mcferran@nrlb.gov)>

Dear Member McFerran:

I am following up on the invitation that SEIU General Counsel Nicole Berner sent you last week on behalf of the legal departments for SEIU and AFSCME.

The reception will take place on Tuesday, October 10 at 6:00 pm at the Marriott Wardman Park hotel in Woodley Park. If you are able to attend, we would be delighted if you would be willing to speak briefly at the reception about your role as a Member of the National Labor Relations Board.

We very much hope you are able to join us. If you are able to do so, please RSVP to PJ Andrews at [pj.andrews@seiu.org](mailto:pj.andrews@seiu.org).

Thank you,

Jonnee

--

Jonnee Bentley  
Associate General Counsel  
Service Employees International Union (SEIU)  
[1800 Massachusetts Avenue, NW](#)

Washington, DC 20036  
[\(202\) 730-7353](tel:(202)730-7353) Office  
[\(202\) 406-0453](tel:(202)406-0453) Cell

--

Jonnee Bentley  
Associate General Counsel  
Service Employees International Union (SEIU)  
1800 Massachusetts Avenue, NW  
Washington, DC 20036  
(202) 730-7353 Office  
(202) 406-0453 Cell

**From:** [Nick Clark](#)  
**To:** [McFerran, Lauren](#)  
**Subject:** UFCW Attorneys Conference  
**Date:** Thursday, October 12, 2017 11:00:24 AM

---

[Lauren](#), the conference was a big success due in no small part to your presentation, which was a big hit. Thanks again for being there for us,  
- Nick

---

Nicholas W. Clark  
General Counsel  
UFCW International Union  
1775 K Street, NW  
Washington DC 20006  
202-466-1522



**From:** (b) (6)  
**To:** [McFerran, Lauren](#)  
**Cc:** [Pleasants, Denise](#)  
**Subject:** Boilermakers April 24th Congressional Reception Invitation  
**Date:** Wednesday, March 28, 2018 12:01:32 PM  
**Attachments:** [IBB April 24 Cong Recep Invite NLRB McFerran.PDF](#)

---

Dear Ms. McFerran:

Attached please find your invitation from the Boilermakers' International President Newton B. Jones inviting you to attend our **50<sup>th</sup> Annual Congressional Reception**. Our reception will be held Tuesday, April 24<sup>th</sup> at The Mayflower, 1127 Connecticut Avenue, NW from 6:00 to 8:00 p.m. in the Grand Ballroom.

We would be honored if you are able to join us and meet over 175 Boilermaker members, officers and staff from across the country.

Very sincerely,

(b) (6)

---

(b) (6)  
**Boilermakers – Dept. of Gov't Affairs**  
1750 New York Avenue, NW, Suite 335  
Washington, DC 20006  
202-756-2868 (b) (6)

*International Brotherhood of*

**BOILERMAKERS • IRON SHIP BUILDERS**

753 State Avenue

**NEWTON B. JONES**  
INTERNATIONAL PRESIDENT  
SUITE 570  
913-371-2640  
FAX: 913-281-8101



**BLACKSMITHS • FORGERS & HELPERS**

Kansas City, Kansas 66101-2511

**WILLIAM T. CREEDEN**  
INTERNATIONAL SECRETARY-TREASURER  
SUITE 565  
913-371-2640  
FAX: 913-281-8102

March 27, 2018

*Sent Via Email*

The Honorable Lauren McFerran  
National Labor Relations Board  
1015 Half Street, SE  
Washington, DC 20570

Dear Ms. McFerran:

On behalf of the International brotherhood of Boilermakers Iron Ship Builders, Blacksmiths, Forgers and Helpers, you are cordially invited to attend our 50th Annual Congressional Reception on Tuesday, April 24, 2018 from 6:00 to 8:00 p.m. in Washington, DC at The Mayflower located at 1127 Connecticut Avenue, NW, in the Grand Ballroom.

We hope you will join us and meet our Boilermaker members, officers and staff from across the country. Please rsvp to the Department of Government Affairs, (b) (6) at (b) (6)@boilermakers.org.

With best wishes, I am

Fraternally yours,

Newton B. Jones  
International President

**From:** [Gwynne A. Wilcox](#)  
**To:** [Zdravecky, Amy](#)  
**Cc:** [Bass, Erin](#); [Allyson L. Belovin](#); [Breslin, Colleen](#); [Burdick, Ruth E.](#); [Carey, Crystal S.](#); [pchandran@qslaw.com](#); [Emery, Lauren](#); [Gaylord, Amy Moor](#); [Angie Cowan Hamada](#); [Jason, Meredith](#); [Kalis, Sara B.](#); [Kershaw, Kyllan](#); [McFerran, Lauren](#); [dmilham@nysutmail.org](#); [Mormilo, Nicole](#); [sonni.nolan@huschblackwell.com](#); [Kate Zell](#); [Rothschild, Roxanne L.](#); [yrozen@afcio.org](#); [kelseysheldon@dwt.com](#); [Silas, Letitia](#); [pslovak@schiffhardin.com](#); [Sophir, Jayme](#); [Kate M. Swearngen](#); [tthompson@littler.com](#); [Trivedi, Rita](#); [Tyce, Genaira](#); [Wermuth, Anna](#); [Whiteside, Kaitlyn F](#); [Wong, Joane](#); [Nicole Cuda Perez](#)  
**Subject:** Re: DLL Women - Email List  
**Date:** Monday, October 22, 2018 12:36:08 PM

---

I will be there and will stop by our booth. Looking forward to seeing everyone.

Gwynne

Sent from my iPhone

On Oct 22, 2018, at 12:12 PM, Zdravecky, Amy <[Amy.Zdravecky@btlaw.com](mailto:Amy.Zdravecky@btlaw.com)> wrote:

Hi ladies. Hope you are all well. Just checking in to see who is going to be in San Fran for the Annual CLE meeting Nov 7-10. If you will be there, please plan to stop by the DLL Booth at the Expo Wednesday night 6 to 8 p.m. to say hi. And if you want to meet for dinner at some point Wednesday night after the Expo, please let me know and I can make a dinner reservation.

Hope to see you.

**Amy Zdravecky** | Partner

Barnes & Thornburg LLP

Direct: (616) 742-3988 | Direct: (312) 338-5937 | Fax: (616) 742-3999 | Mobile: (312) 953-5932

<image001.jpg>

Atlanta | California | Chicago | Delaware | Indiana | Michigan | Minneapolis | Ohio | Texas  
| Washington, D.C.

---

**From:** Zdravecky, Amy J.  
**Sent:** Tuesday, March 27, 2018 9:14 AM  
**Cc:** 'Nicole Cuda Perez'  
**Subject:** DLL Women - Email List

All,

Thank you so much for attending the DLL

Mid-Winter Meeting. It was so wonderful to see you all and we were thrilled to have the highest number of women attendees - 34 out of 101 attendees - that we have ever had. We hope to beat that number every year going forward.

As a follow-up to a suggestion that was raised at the Women's Breakfast, [we](#) have included below the names and email addresses of the women who attended the Mid-Winter Meeting. We hope that this list will help you reach out to one another and to stay in [touch](#) during this next year.

In addition, we welcome any additional thoughts or ideas that you may have on how to improve the experience of

women in our committee or at our meetings or how to increase the attendance of women at our meetings.

It was so great seeing you/meeting you and we hope to see you at our next Mid-Winter Meeting if not before.

Thank you,

Amy Zdravecky  
([Zdravecky@millercanfield.com](mailto:Zdravecky@millercanfield.com)) and  
Nicole Cuda Perez  
([nicole@cudaperezlaw.com](mailto:nicole@cudaperezlaw.com))

List of Women Attendees-

Erin Bass – [ebass@steptoe.com](mailto:ebass@steptoe.com)  
Allyson Belovin-  
[abelovin@levyratner.com](mailto:abelovin@levyratner.com)

Colleen Breslin –

[colleen.breslin@nlrb.gov](mailto:colleen.breslin@nlrb.gov)

Ruth Burdick- [ruth.burdick@nlrb.gov](mailto:ruth.burdick@nlrb.gov)

Crystal Carey – [crystal.carey@nlrb.gov](mailto:crystal.carey@nlrb.gov)

Pamela Chandran –

[pchandran@gslaw.com](mailto:pchandran@gslaw.com)

Lauren Emery – [lauren.emery@nlrb.gov](mailto:lauren.emery@nlrb.gov)

Amy Gaylord – [amg@franczek.com](mailto:amg@franczek.com)

Angie Cowan Hamada – [hamada@ask-attorneys.com](mailto:hamada@ask-attorneys.com)

Meredith Jason –

[meredith.jason@nlrb.gov](mailto:meredith.jason@nlrb.gov)

Sara Kalis – [skalis@littler.com](mailto:skalis@littler.com)

Kyllan Kershaw –

[kkershaw@seyfarth.com](mailto:kkershaw@seyfarth.com)

Lauren McFerran –

[lauren.mcferran@nlrb.gov](mailto:lauren.mcferran@nlrb.gov)

Deborah Milham –

[dmilham@nyustmail.org](mailto:dmilham@nyustmail.org)

Nicole Mormilo –

[nicole.mormilo@nlr.gov](mailto:nicole.mormilo@nlr.gov)

Sonni Nolan –

[sonni.nolan@huschblackwell.com](mailto:sonni.nolan@huschblackwell.com)

Kat Paterno – [kpaterno@ebglaw.com](mailto:kpaterno@ebglaw.com)

Roxanne Rothschild –

[roxanne.rothschild@nlr.gov](mailto:roxanne.rothschild@nlr.gov)

Yona Rozen – [yrozen@aflcio.org](mailto:yrozen@aflcio.org)

Kelsey Sheldon –

[kelseysheldon@dwt.com](mailto:kelseysheldon@dwt.com)

Letitia Silas – [Letitia.silas@howard.edu](mailto:Letitia.silas@howard.edu)

Pat Slovak – [pslovak@schiffhardin.com](mailto:pslovak@schiffhardin.com)

Jayme Sophir – [jayme.sophir@nlr.gov](mailto:jayme.sophir@nlr.gov)

Kate Swearengen –

[kswearengen@cwsny.com](mailto:kswearengen@cwsny.com)

Tanja Thompson –

[tthompson@littler.com](mailto:tthompson@littler.com)

Rita Trivedi- (b) (6)

Genaira Tyce –

(b) (6)

Anna Wermuth –

[awermuth@cozen.com](mailto:awermuth@cozen.com)

Kaitlyn Whiteside –

[kwhiteside@seyfarth.com](mailto:kwhiteside@seyfarth.com)

Gwynne Wilcox –

[gwilcox@levyratner.com](mailto:gwilcox@levyratner.com)

Joane Wong –

(b) (6)

CONFIDENTIALITY NOTICE: This email and any attachments are for the exclusive and confidential use of the intended recipient. If you are not the intended recipient, please do not read, distribute or take action in reliance upon this message. If you have received this in error, please notify us immediately by return email and promptly delete this message and its attachments from your computer system. We do not waive attorney-client or work product privilege by the transmission of this message.



**From:** [Mormilo, Nicole](#)  
**To:** [Angie Cowan Hamada](#); "[Kate M. Swearngen](#)"; "[Allyson L. Belovin](#)"  
**Cc:** "[Zdravecky, Amy](#)"; "[Bass, Erin](#)"; [Breslin, Colleen](#); [Burdick, Ruth E.](#); "[Carey, Crystal S.](#)"; [pchandran@gslaw.com](#); [Emery, Lauren](#); "[Gaylord, Amy Moor](#)"; [Jason, Meredith](#); "[Kalis, Sara B.](#)"; "[Kershaw, Kyllan](#)"; [McFerran, Lauren](#); [dmilham@nysutmail.org](#); [sonni.nolan@huschblackwell.com](#); "[Kate Zell](#)"; [Rothschild, Roxanne L.](#); [yrozen@aflcio.org](#); [kelseysheldon@dwt.com](#); "[Silas, Letitia](#)"; [pslovak@schiffhardin.com](#); [Sophir, Jayme](#); [tthompson@littler.com](#); [Trivedi, Rita](#); [Tyce, Genaira](#); "[Wermuth, Anna](#)"; "[Whiteside, Kaitlyn F.](#)"; "[Gwynne A. Wilcox](#)"; [Wong, Joane](#); "[Nicole Cuda Perez](#)"  
**Subject:** RE: DLL Women - Email List  
**Date:** Monday, October 22, 2018 1:39:29 PM

---

Same. See you all at the mid-winter meeting!

Nicole

--

**Nicole Mormilo**

Counsel to Chairman Ring  
National Labor Relations Board  
1015 Half Street SE,  
Washington, DC 20570  
P: (202) 273-0012  
[nicole.mormilo@nrlb.gov](mailto:nicole.mormilo@nrlb.gov)

---

**From:** Angie Cowan Hamada [<mailto:hamada@ask-attorneys.com>]  
**Sent:** Monday, October 22, 2018 1:34 PM  
**To:** 'Kate M. Swearngen' <[kswearngen@cwsny.com](mailto:kswearngen@cwsny.com)>; 'Allyson L. Belovin' <[abelovin@levyratner.com](mailto:abelovin@levyratner.com)>  
**Cc:** 'Zdravecky, Amy' <[Amy.Zdravecky@btlaw.com](mailto:Amy.Zdravecky@btlaw.com)>; 'Bass, Erin' <[ebass@steptoe.com](mailto:ebass@steptoe.com)>; Breslin, Colleen <[Colleen.Breslin@nrlb.gov](mailto:Colleen.Breslin@nrlb.gov)>; Burdick, Ruth E. <[Ruth.Burdick@nrlb.gov](mailto:Ruth.Burdick@nrlb.gov)>; 'Carey, Crystal S.' <[Crystal.Carey@nrlb.gov](mailto:Crystal.Carey@nrlb.gov)>; [pchandran@gslaw.com](mailto:pchandran@gslaw.com); Emery, Lauren <[Lauren.Emery@nrlb.gov](mailto:Lauren.Emery@nrlb.gov)>; 'Gaylord, Amy Moor' <[amg@franczek.com](mailto:amg@franczek.com)>; Jason, Meredith <[Meredith.Jason@nrlb.gov](mailto:Meredith.Jason@nrlb.gov)>; 'Kalis, Sara B.' <[SKalis@littler.com](mailto:SKalis@littler.com)>; 'Kershaw, Kyllan' <[KKershaw@seyfarth.com](mailto:KKershaw@seyfarth.com)>; McFerran, Lauren <[Lauren.McFerran@nrlb.gov](mailto:Lauren.McFerran@nrlb.gov)>; [dmilham@nysutmail.org](mailto:dmilham@nysutmail.org); Mormilo, Nicole <[Nicole.Mormilo@nrlb.gov](mailto:Nicole.Mormilo@nrlb.gov)>; [sonni.nolan@huschblackwell.com](mailto:sonni.nolan@huschblackwell.com); 'Kate Zell' <(b) (6)>; Rothschild, Roxanne L. <[Roxanne.Rothschild@nrlb.gov](mailto:Roxanne.Rothschild@nrlb.gov)>; [yrozen@aflcio.org](mailto:yrozen@aflcio.org); [kelseysheldon@dwt.com](mailto:kelseysheldon@dwt.com); 'Silas, Letitia' <[letitia.silas@Howard.edu](mailto:letitia.silas@Howard.edu)>; [pslovak@schiffhardin.com](mailto:pslovak@schiffhardin.com); Sophir, Jayme <[Jayme.Sophir@nrlb.gov](mailto:Jayme.Sophir@nrlb.gov)>; [tthompson@littler.com](mailto:tthompson@littler.com); Trivedi, Rita <[Rita.Trivedi@nrlb.gov](mailto:Rita.Trivedi@nrlb.gov)>; Tyce, Genaira <[Genaira.Tyce@nrlb.gov](mailto:Genaira.Tyce@nrlb.gov)>; 'Wermuth, Anna' <[awermuth@cozen.com](mailto:awermuth@cozen.com)>; 'Whiteside, Kaitlyn F' <[KWhiteside@seyfarth.com](mailto:KWhiteside@seyfarth.com)>; 'Gwynne A. Wilcox' <[gwilcox@levyratner.com](mailto:gwilcox@levyratner.com)>; Wong, Joane <[Joane.Wong@nrlb.gov](mailto:Joane.Wong@nrlb.gov)>; 'Nicole Cuda Perez' <[nicole@cudaperezlaw.com](mailto:nicole@cudaperezlaw.com)>  
**Subject:** RE: DLL Women - Email List

I will not be there. I'll see everyone in California for the mid-winter meeting!

Angie Cowan Hamada  
Allison, Slutsky & Kennedy, P.C.  
230 W. Monroe Street, Suite 2600

Chicago, Illinois 60606  
(312) 364-9400  
Fax (312) 364-9410

CONFIDENTIALITY NOTE: This email is PRIVILEGED AND CONFIDENTIAL, and it is for the sole use of the intended recipient. Any review by or distribution to others is strictly prohibited and may be illegal. If you are not the intended recipient, you are not authorized to read, print, retain, copy or disseminate this message or any part of it. If you have received this message in error, please immediately delete all copies of this email and its attachments from your email and computer systems, and notify the sender by return email immediately. We do not waive attorney-client or work product privilege by sending this email.

---

**From:** Kate M. Swearengen <[kswearengen@cwsny.com](mailto:kswearengen@cwsny.com)>

**Sent:** Monday, October 22, 2018 12:27 PM

**To:** Allyson L. Belovin <[abelovin@levyratner.com](mailto:abelovin@levyratner.com)>

**Cc:** Zdravecky, Amy <[Amy.Zdravecky@btlaw.com](mailto:Amy.Zdravecky@btlaw.com)>; Bass, Erin <[ebass@steptoe.com](mailto:ebass@steptoe.com)>; Breslin, Colleen <[Colleen.Breslin@nlrb.gov](mailto:Colleen.Breslin@nlrb.gov)>; Burdick, Ruth E. <[Ruth.Burdick@nlrb.gov](mailto:Ruth.Burdick@nlrb.gov)>; Carey, Crystal S. <[Crystal.Carey@nlrb.gov](mailto:Crystal.Carey@nlrb.gov)>; [pchandran@gslaw.com](mailto:pchandran@gslaw.com); [lauren.emery@nlrb.gov](mailto:lauren.emery@nlrb.gov); Gaylord, Amy Moor <[amg@franczek.com](mailto:amg@franczek.com)>; Angie Cowan Hamada <[hamada@ask-attorneys.com](mailto:hamada@ask-attorneys.com)>; Jason, Meredith <[Meredith.Jason@nlrb.gov](mailto:Meredith.Jason@nlrb.gov)>; Kalis, Sara B. <[SKalis@littler.com](mailto:SKalis@littler.com)>; Kershaw, Kyllan <[KKershaw@seyfarth.com](mailto:KKershaw@seyfarth.com)>; [lauren.mcferran@nlrb.gov](mailto:lauren.mcferran@nlrb.gov); [dmilham@nysutmail.org](mailto:dmilham@nysutmail.org); Mormilo, Nicole <[Nicole.Mormilo@nlrb.gov](mailto:Nicole.Mormilo@nlrb.gov)>; [sonni.nolan@huschblackwell.com](mailto:sonni.nolan@huschblackwell.com); Kate Zell (b) (6) >; Rothschild, Roxanne L. <[Roxanne.Rothschild@nlrb.gov](mailto:Roxanne.Rothschild@nlrb.gov)>; [yrozen@aflcio.org](mailto:yrozen@aflcio.org); [kelseysheldon@dwt.com](mailto:kelseysheldon@dwt.com); Silas, Letitia <[letitia.silas@Howard.edu](mailto:letitia.silas@Howard.edu)>; [pslovak@schiffhardin.com](mailto:pslovak@schiffhardin.com); Sophir, Jayme <[Jayme.Sophir@nlrb.gov](mailto:Jayme.Sophir@nlrb.gov)>; [tthompson@littler.com](mailto:tthompson@littler.com); [rita.trivedi@nlrb.gov](mailto:rita.trivedi@nlrb.gov); Tyce, Genaira <[Genaira.Tyce@nlrb.gov](mailto:Genaira.Tyce@nlrb.gov)>; Wermuth, Anna <[awermuth@cozen.com](mailto:awermuth@cozen.com)>; Whiteside, Kaitlyn F <[KWhiteside@seyfarth.com](mailto:KWhiteside@seyfarth.com)>; Gwynne A. Wilcox <[gwilcox@levyratner.com](mailto:gwilcox@levyratner.com)>; [Joane.Wong@nlrb.gov](mailto:Joane.Wong@nlrb.gov); Nicole Cuda Perez <[nicole@cudaperezlaw.com](mailto:nicole@cudaperezlaw.com)>

**Subject:** Re: DLL Women - Email List

I'll be there and will stop by the booth. Looking forward to seeing everyone.



**Kate M. Swearengen**  
[900 Third Avenue, Suite 2100](#)  
[New York, NY 10022-4869](#)  
Tel: [212.356.0272](tel:212.356.0272)  
Fax: [646.473.8272](tel:646.473.8272)  
Cell: 917.239.7159

[kswearengen@cwsny.com](mailto:kswearengen@cwsny.com) | [www.cwsny.com](http://www.cwsny.com) | [Bio](#)

On Oct 22, 2018, at 12:39 PM, Allyson L. Belovin <[abelovin@levyratner.com](mailto:abelovin@levyratner.com)> wrote:

I'll be at the conference, but unfortunately I won't be arriving until Thursday afternoon. Looking forward to seeing everyone!

Best,

Allyson

**Allyson L. Belovin** | [View Bio](#)  
[abelovin@levyratner.com](mailto:abelovin@levyratner.com)

**LEVY RATNER, P.C.**

80 Eighth Avenue, 8th Floor  
New York, NY 10011  
(212) 627-8100 | (212) 627-8182 Fax  
[www.levyratner.com](http://www.levyratner.com)

The information in this email message and any attachment(s) hereto is intended for the confidential use of the addressee(s) only. The information is subject to all applicable rights of privilege and confidentiality including the attorney-client privilege and/or attorney work-product. Recipients should not file copies of this email with publicly accessible records. If you are not an addressee or an authorized agent responsible for delivering this email to a designated addressee, you have received this email in error, and any further review, dissemination, distribution, copying or forwarding of this email and/or attachment(s) is strictly prohibited. If you received this email in error, please notify us at (212) 627-8100 and permanently delete the email and any attachment(s) immediately. You should not retain, copy or use this email or any attachment(s) for any purpose, nor disclose all or any part of the contents hereof to any other person. Thank you.

Circular 230 Disclosure Notice: To ensure compliance with Treasury Department rules governing tax practice, we inform you that any advice contained herein (including in any attachment) (1) was not written and is not intended to be used, and cannot be used, for the purpose of avoiding any federal tax penalty that may be imposed on the taxpayer, and (2) may not be used in connection with the promoting, marketing or recommending to another person any transaction or matter addressed herein.

Pursuant to the CAN-SPAM Act this communication may be considered an advertisement or solicitation. If you would prefer not to receive future marketing and promotional mailings, please submit your request via email to [info@levyratner.com](mailto:info@levyratner.com) or via postal mail to Levy Ratner, P.C. Attn: Marketing Department, 80 Eighth Avenue, 8th Floor, New York, NY 10011. Be sure to include your email address if submitting your request via postal mail.

---

**From:** Zdravecky, Amy [<mailto:Amy.Zdravecky@btlaw.com>]

**Sent:** Monday, October 22, 2018 12:12 PM

**To:** Bass, Erin; Allyson L. Belovin; Breslin, Colleen; Burdick, Ruth E.; Carey, Crystal S.; [pchandran@gslaw.com](mailto:pchandran@gslaw.com); [lauren.emery@nlrb.gov](mailto:lauren.emery@nlrb.gov); Gaylord, Amy Moor; Angie Cowan Hamada; Jason, Meredith; Kalis, Sara B.; Kershaw, Kyllan; [lauren.mcferran@nlrb.gov](mailto:lauren.mcferran@nlrb.gov); [dmilham@nysutmail.org](mailto:dmilham@nysutmail.org); Mormilo, Nicole; [sonni.nolan@huschblackwell.com](mailto:sonni.nolan@huschblackwell.com); Kate Zell; Rothschild, Roxanne L.; [yrozen@afcio.org](mailto:yrozen@afcio.org); [kelseysheldon@dwt.com](mailto:kelseysheldon@dwt.com); Silas, Letitia; [pslovak@schiffhardin.com](mailto:pslovak@schiffhardin.com); Sophir, Jayme; Kate M. Swearengen; [tthompson@littler.com](mailto:tthompson@littler.com); [rita.trivedi@nlrb.gov](mailto:rita.trivedi@nlrb.gov); Tyce, Genaira; Wermuth, Anna; Whiteside, Kaitlyn F; Gwynne A. Wilcox; [Joane.Wong@nlrb.gov](mailto:Joane.Wong@nlrb.gov)

**Cc:** Nicole Cuda Perez

**Subject:** FW: DLL Women - Email List

Hi ladies. Hope you are all well. Just checking in to see who is going to be in San Fran for the Annual CLE meeting Nov 7-10. If you will be there, please plan to stop by the DLL Booth at the Expo Wednesday night 6 to 8 p.m. to say hi. And if you want to meet for dinner at some point Wednesday night after the Expo, please let me know and I can make a dinner reservation.

Hope to see you.

**Amy Zdravecky** | Partner  
Barnes & Thornburg LLP

Direct: (616) 742-3988 | Direct: (312) 338-5937 | Fax: (616) 742-3999 | Mobile: (312) 953-5932

<image001.jpg>

Atlanta | California | Chicago | Delaware | Indiana | Michigan | Minneapolis | Ohio | Texas  
| Washington, D.C.

---

**From:** Zdravecky, Amy J.  
**Sent:** Tuesday, March 27, 2018 9:14 AM  
**Cc:** 'Nicole Cuda Perez'  
**Subject:** DLL Women - Email List

All,

Thank you so much for attending the DLL Mid-Winter Meeting. It was so wonderful to see you all and we were thrilled to have the highest number of women attendees - 34 out of 101 attendees - that we have ever had. We hope to beat that number every year going forward.

As a follow-up to a suggestion that was raised at the Women's Breakfast, [we](#) have included below the names and email addresses of the women who attended the Mid-Winter Meeting. We

hope that this list will help you reach out to one another and to stay in touch during this next year.

In addition, we welcome any additional thoughts or ideas that you may have on how to improve the experience of women in our committee or at our meetings or how to increase the attendance of women at our meetings.

It was so great seeing you/meeting you and we hope to see you at our next Mid-Winter Meeting if not before.

Thank you,

Amy Zdravecky  
([Zdravecky@millercanfield.com](mailto:Zdravecky@millercanfield.com)) and  
Nicole Cuda Perez

([nicole@cudaperezlaw.com](mailto:nicole@cudaperezlaw.com))

## List of Women Attendees-

Erin Bass – [ebass@steptoe.com](mailto:ebass@steptoe.com)

Allyson Belovin-

[abelovin@levyratner.com](mailto:abelovin@levyratner.com)

Colleen Breslin –

[colleen.breslin@nlrb.gov](mailto:colleen.breslin@nlrb.gov)

Ruth Burdick- [ruth.burdick@nlrb.gov](mailto:ruth.burdick@nlrb.gov)

Crystal Carey – [crystal.carey@nlrb.gov](mailto:crystal.carey@nlrb.gov)

Pamela Chandran –

[pchandran@gslaw.com](mailto:pchandran@gslaw.com)

Lauren Emery – [lauren.emery@nlrb.gov](mailto:lauren.emery@nlrb.gov)

Amy Gaylord – [amg@franczek.com](mailto:amg@franczek.com)

Angie Cowan Hamada – [hamada@ask-attorneys.com](mailto:hamada@ask-attorneys.com)

Meredith Jason –

[meredith.jason@nlrb.gov](mailto:meredith.jason@nlrb.gov)

Sara Kalis – [skalis@littler.com](mailto:skalis@littler.com)



Kyllan Kershaw –

[kkershaw@seyfarth.com](mailto:kkershaw@seyfarth.com)

Lauren McFerran –

[lauren.mcferran@nlr.gov](mailto:lauren.mcferran@nlr.gov)

Deborah Milham –

[dmilham@nyustmail.org](mailto:dmilham@nyustmail.org)

Nicole Mormilo –

[nicole.mormilo@nlr.gov](mailto:nicole.mormilo@nlr.gov)

Sonni Nolan –

[sonni.nolan@huschblackwell.com](mailto:sonni.nolan@huschblackwell.com)

Kat Paterno – [kpaterno@ebglaw.com](mailto:kpaterno@ebglaw.com)

Roxanne Rothschild –

[roxanne.rothschild@nlr.gov](mailto:roxanne.rothschild@nlr.gov)

Yona Rozen – [yrozen@aflcio.org](mailto:yrozen@aflcio.org)

Kelsey Sheldon –

[kelseysheldon@dwt.com](mailto:kelseysheldon@dwt.com)

Letitia Silas – [Letitia.silas@howard.edu](mailto:Letitia.silas@howard.edu)

Pat Slovak – [pslovak@schiffhardin.com](mailto:pslovak@schiffhardin.com)

Jayme Sophir – [jayme.sophir@nlr.gov](mailto:jayme.sophir@nlr.gov)

Kate Swearengen –

[kswearengen@cwsny.com](mailto:kswearengen@cwsny.com)

Tanja Thompson –

[tthompson@littler.com](mailto:tthompson@littler.com)

Rita Trivedi- (b) (6)

Genaira Tyce –

(b) (6)

Anna Wermuth –

[awermuth@cozen.com](mailto:awermuth@cozen.com)

Kaitlyn Whiteside –

[kwhiteside@seyfarth.com](mailto:kwhiteside@seyfarth.com)

Gwynne Wilcox –

[gwilcox@levyratner.com](mailto:gwilcox@levyratner.com)

Joane Wong – (b) (6)

CONFIDENTIALITY NOTICE: This email and any attachments are for the exclusive and confidential use of the intended recipient. If you are not the intended recipient, please do not read, distribute or take action in reliance upon this message. If you have received this in error, please notify us immediately by return email and promptly delete this message and its attachments from your computer system. We do not waive attorney-client or work product privilege by the transmission of this message.

Under applicable Treasury Regulations, we are required to inform you that no U.S. tax advice in this email or an attachment to this email is intended or written to be used, nor can it be used, to avoid a penalty under the Internal Revenue Code, or to promote, market or recommend to another party a transaction or matter addressed in this email or attachment.

This E-Mail and any attachments may contain material that is protected by an attorney-client

privilege or that is otherwise confidential. Please do not permit anyone other than an addressee or an employee or other authorized agent of an addressee to read this e-mail or any of its attachments without the consent of Cohen, Weiss and Simon LLP. If you are not one of the people specified in the previous sentence, please delete this e-mail and its attachments and notify me.

**From:** [Tyce, Genaira](#)  
**To:** [Yona Rozen](#); [Amy.Zdravecky@btlaw.com](#)  
**Cc:** [ebass@steptoe.com](#); [Allyson L. Belovin](#); [Breslin, Colleen](#); [Burdick, Ruth E.](#); [Crystal.Carey@nlrb.gov](#); [pchandran@gslaw.com](#); [Emery, Lauren](#); [amg@franczek.com](#); [Angie Cowan Hamada](#); [Jason, Meredith](#); [Kalis, Sara B.](#); [KKershaw@seyfarth.com](#); [McFerran, Lauren](#); [dmilham@nysutmail.org](#); [Mormilo, Nicole](#); [sonni.nolan@huschblackwell.com](#); [\(b\) \(6\)](#); [Rothschild, Roxanne L.](#); [kelseysheldon@dwt.com](#); [letitia.silas@Howard.edu](#); [pslovak@schiffhardin.com](#); [Sophir, Jayme](#); [Kate M. Swearengen](#); [tthompson@littler.com](#); [Trivedi, Rita](#); [awermuth@cozen.com](#); [KWhiteside@seyfarth.com](#); [Gwynne A. Wilcox](#); [Wong, Joane](#); [Nicole Cuda Perez](#)  
**Subject:** RE: FW: DLL Women - Email List  
**Date:** Monday, October 22, 2018 2:58:57 PM

---

I will stop by the booth on Wednesday, and am open to grabbing dinner later that evening. I look forward to seeing everyone soon.

Genaira

**GENAIRA L. TYCE | SENIOR ATTORNEY**

National Labor Relations Board, Region 29  
Two MetroTech Center, Fifth Floor  
Brooklyn, New York 11201-3838  
(office) 718-765-6168 | (cell) 202-664-9131 | (fax) 718-330-7579

**From:** Yona Rozen [<mailto:yrozen@aflcio.org>]  
**Sent:** Monday, October 22, 2018 2:35 PM  
**To:** [Amy.Zdravecky@btlaw.com](#)  
**Cc:** [ebass@steptoe.com](#); [Allyson L. Belovin](#) <[abelovin@levyratner.com](mailto:abelovin@levyratner.com)>; [Breslin, Colleen](#) <[Colleen.Breslin@nlrb.gov](mailto:Colleen.Breslin@nlrb.gov)>; [Burdick, Ruth E.](#) <[Ruth.Burdick@nlrb.gov](mailto:Ruth.Burdick@nlrb.gov)>; [Crystal.Carey@nlrb.gov](#); [pchandran@gslaw.com](#); [Emery, Lauren](#) <[Lauren.Emery@nlrb.gov](mailto:Lauren.Emery@nlrb.gov)>; [amg@franczek.com](#); [Angie Cowan Hamada](#) <[hamada@ask-attorneys.com](mailto:hamada@ask-attorneys.com)>; [Jason, Meredith](#) <[Meredith.Jason@nlrb.gov](mailto:Meredith.Jason@nlrb.gov)>; [Kalis, Sara B.](#) <[SKalis@littler.com](mailto:SKalis@littler.com)>; [KKershaw@seyfarth.com](#); [McFerran, Lauren](#) <[Lauren.McFerran@nlrb.gov](mailto:Lauren.McFerran@nlrb.gov)>; [dmilham@nysutmail.org](#); [Mormilo, Nicole](#) <[Nicole.Mormilo@nlrb.gov](mailto:Nicole.Mormilo@nlrb.gov)>; [sonni.nolan@huschblackwell.com](#); [\(b\) \(6\)](#); [Rothschild, Roxanne L.](#) <[Roxanne.Rothschild@nlrb.gov](mailto:Roxanne.Rothschild@nlrb.gov)>; [kelseysheldon@dwt.com](#); [letitia.silas@Howard.edu](#); [pslovak@schiffhardin.com](#); [Sophir, Jayme](#) <[Jayme.Sophir@nlrb.gov](mailto:Jayme.Sophir@nlrb.gov)>; [Kate M. Swearengen](#) <[kswearengen@cwsny.com](mailto:kswearengen@cwsny.com)>; [tthompson@littler.com](#); [Trivedi, Rita](#) <[Rita.Trivedi@nlrb.gov](mailto:Rita.Trivedi@nlrb.gov)>; [Tyce, Genaira](#) <[Genaira.Tyce@nlrb.gov](mailto:Genaira.Tyce@nlrb.gov)>; [awermuth@cozen.com](#); [KWhiteside@seyfarth.com](#); [Gwynne A. Wilcox](#) <[gwilcox@levyratner.com](mailto:gwilcox@levyratner.com)>; [Wong, Joane](#) <[Joane.Wong@nlrb.gov](mailto:Joane.Wong@nlrb.gov)>; [Nicole Cuda Perez](#) <[nicole@cudaperezlaw.com](mailto:nicole@cudaperezlaw.com)>  
**Subject:** Re: FW: DLL Women - Email List

Not coming in until Friday evening (just for Council Meeting). Hope everyone enjoys the conference and dinner! Yona

Yona Rozen  
Associate General Counsel  
AFL-CIO  
815 16th St. NW  
Washington, D.C. 20006  
202-637-5198 (work)

202-412-9519 (cell)

On Mon, Oct 22, 2018 at 12:12 PM Zdravecky,Amy <[Amy.Zdravecky@btlaw.com](mailto:Amy.Zdravecky@btlaw.com)> wrote:

Hi ladies. Hope you are all well. Just checking in to see who is going to be in San Fran for the Annual CLE meeting Nov 7-10. If you will be there, please plan to stop by the DLL Booth at the Expo Wednesday night 6 to 8 p.m. to say hi. And if you want to meet for dinner at some point Wednesday night after the Expo, please let me know and I can make a dinner reservation.

Hope to see you.

**Amy Zdravecky** | Partner

Barnes & Thornburg LLP

Direct: (616) 742-3988 | Direct: (312) 338-5937 | Fax: (616) 742-3999 | Mobile: (312) 953-5932



Atlanta | California | Chicago | Delaware | Indiana | Michigan | Minneapolis | Ohio | Texas | Washington, D.C.

---

**From:** Zdravecky, Amy J.

**Sent:** Tuesday, March 27, 2018 9:14 AM

**Cc:** 'Nicole Cuda Perez'

**Subject:** DLL Women - Email List

All,

Thank you so much for attending the DLL Mid-Winter Meeting. It was so wonderful to see you all and we were thrilled to have the highest number of women attendees - 34 out of 101 attendees - that we have ever had. We hope to beat that number every year going forward.

As a follow-up to a suggestion that was raised at the Women's Breakfast, [we](#) have included below the names and email addresses of the women who attended the Mid-Winter Meeting. We hope that this list will help you reach out to one another and to stay in [touch](#) during this next year.

In addition, we welcome any additional thoughts or ideas that you may have on how to improve the experience of women in our committee or at our meetings or how to increase the attendance of women at our meetings.

It was so great seeing you/meeting you and we hope to see you at our next Mid-Winter Meeting if not before.

Thank you,

Amy Zdravecky  
([Zdravecky@millercanfield.com](mailto:Zdravecky@millercanfield.com)) and Nicole  
Cuda Perez ([nicole@cudaperezlaw.com](mailto:nicole@cudaperezlaw.com))

## List of Women Attendees-

Erin Bass – [ebass@steptoe.com](mailto:ebass@steptoe.com)

Allyson Belovin- [abelovin@levyratner.com](mailto:abelovin@levyratner.com)

Colleen Breslin – [colleen.breslin@nlrb.gov](mailto:colleen.breslin@nlrb.gov)

Ruth Burdick- [ruth.burdick@nlrb.gov](mailto:ruth.burdick@nlrb.gov)

Crystal Carey – [crystal.carey@nlrb.gov](mailto:crystal.carey@nlrb.gov)

Pamela Chandran – [pchandran@gslaw.com](mailto:pchandran@gslaw.com)

Lauren Emery – [lauren.emery@nlrb.gov](mailto:lauren.emery@nlrb.gov)

Amy Gaylord – [amg@franczek.com](mailto:amg@franczek.com)

Angie Cowan Hamada – [hamada@ask-attorneys.com](mailto:hamada@ask-attorneys.com)

Meredith Jason – [meredith.jason@nlrb.gov](mailto:meredith.jason@nlrb.gov)

Sara Kalis – [skalis@littler.com](mailto:skalis@littler.com)

Kyllan Kershaw – [kkershaw@seyfarth.com](mailto:kkershaw@seyfarth.com)

Lauren McFerran –  
[lauren.mcferran@nlrb.gov](mailto:lauren.mcferran@nlrb.gov)

Deborah Milham – [dmilham@nyustmail.org](mailto:dmilham@nyustmail.org)

Nicole Mormilo – [nicole.mormilo@nlrb.gov](mailto:nicole.mormilo@nlrb.gov)

Sonni Nolan –  
[sonni.nolan@huschblackwell.com](mailto:sonni.nolan@huschblackwell.com)

Kat Paterno – [kpaterno@ebglaw.com](mailto:kpaterno@ebglaw.com)

Roxanne Rothschild –



[roxanne.rothschild@nlr.gov](mailto:roxanne.rothschild@nlr.gov)

Yona Rozen – [yrozen@aficio.org](mailto:yrozen@aficio.org)

Kelsey Sheldon – [kelseysheldon@dwt.com](mailto:kelseysheldon@dwt.com)

Letitia Silas – [Letitia.silas@howard.edu](mailto:Letitia.silas@howard.edu)

Pat Slovak – [pslovak@schiffhardin.com](mailto:pslovak@schiffhardin.com)

Jayne Sophir – [jayme.sophir@nlr.gov](mailto:jayne.sophir@nlr.gov)

Kate Swearengen –

[kswearengen@cwsny.com](mailto:kswearengen@cwsny.com)

Tanja Thompson – [tthompson@littler.com](mailto:tthompson@littler.com)

Rita Trivedi- (b) (6)

Genaira Tyce – (b) (6)

Anna Wermuth – [awermuth@cozen.com](mailto:awermuth@cozen.com)

Kaitlyn Whiteside –

[kwhiteside@seyfarth.com](mailto:kwhiteside@seyfarth.com)

Gwynne Wilcox – [gwilcox@levyratner.com](mailto:gwilcox@levyratner.com)

Joane Wong – (b) (6)

CONFIDENTIALITY NOTICE: This email and any attachments are for the exclusive and confidential use of the intended recipient. If you are not the intended recipient, please do not read, distribute or take action in reliance upon this message. If you have received this in error, please notify us immediately by return email and promptly delete this message and its attachments from your computer system. We do not waive attorney-client or work product privilege by the transmission of this message.

**From:** [Wong, Joane](#)  
**To:** [Silas, Letitia](#); [Gaylord, Amy Moor](#); [Burdick, Ruth E.](#)  
**Cc:** [Bass, Erin](#); [Kate M. Swearengen](#); [Allyson L. Belovin](#); [Zdravecky, Amy](#); [Breslin, Colleen](#); [Carey, Crystal S.](#); [pchandran@gsllaw.com](#); [Emery, Lauren](#); [Angie Cowan Hamada](#); [Jason, Meredith](#); [Kalis, Sara B.](#); [Kershaw, Kyllan](#); [McFerran, Lauren](#); [dmilham@nysutmail.org](#); [Mormilo, Nicole](#); [sonni.nolan@huschblackwell.com](#); [Kate Zell](#); [Rothschild, Roxanne L.](#); [yrozen@afclcio.org](#); [kelseysheldon@dwt.com](#); [pslovak@schiffhardin.com](#); [Sophir, Jayme](#); [tthompson@littler.com](#); [Trivedi, Rita](#); [Tyce, Genaira](#); [Wermuth, Anna](#); [Whiteside, Kaitlyn E](#); [Gwynne A. Wilcox](#); [Nicole Cuda Perez](#)  
**Subject:** RE: DLL Women - Email List  
**Date:** Tuesday, October 23, 2018 9:07:24 AM

---

Unfortunately, I will miss everyone this year. I hope to make the midwinter! Have fun!

---

**From:** Silas, Letitia [<mailto:letitia.silas@Howard.edu>]  
**Sent:** Monday, October 22, 2018 5:11 PM  
**To:** Gaylord, Amy Moor <[amg@franczek.com](mailto:amg@franczek.com)>; Burdick, Ruth E. <[Ruth.Burdick@nlrb.gov](mailto:Ruth.Burdick@nlrb.gov)>  
**Cc:** Bass, Erin <[ebass@steptoe.com](mailto:ebass@steptoe.com)>; Kate M. Swearengen <[kswearengen@cwsny.com](mailto:kswearengen@cwsny.com)>; Allyson L. Belovin <[abelovin@levyratner.com](mailto:abelovin@levyratner.com)>; Zdravecky, Amy <[Amy.Zdravecky@btlaw.com](mailto:Amy.Zdravecky@btlaw.com)>; Breslin, Colleen <[Colleen.Breslin@nlrb.gov](mailto:Colleen.Breslin@nlrb.gov)>; Carey, Crystal S. <[Crystal.Carey@nlrb.gov](mailto:Crystal.Carey@nlrb.gov)>; pchandran@gsllaw.com; Emery, Lauren <[Lauren.Emery@nlrb.gov](mailto:Lauren.Emery@nlrb.gov)>; Angie Cowan Hamada <[hamada@ask-attorneys.com](mailto:hamada@ask-attorneys.com)>; Jason, Meredith <[Meredith.Jason@nlrb.gov](mailto:Meredith.Jason@nlrb.gov)>; Kalis, Sara B. <[SKalis@littler.com](mailto:SKalis@littler.com)>; Kershaw, Kyllan <[KKershaw@seyfarth.com](mailto:KKershaw@seyfarth.com)>; McFerran, Lauren <[Lauren.McFerran@nlrb.gov](mailto:Lauren.McFerran@nlrb.gov)>; dmilham@nysutmail.org; Mormilo, Nicole <[Nicole.Mormilo@nlrb.gov](mailto:Nicole.Mormilo@nlrb.gov)>; sonni.nolan@huschblackwell.com; Kate Zell <(b) (6)>; Rothschild, Roxanne L. <[Roxanne.Rothschild@nlrb.gov](mailto:Roxanne.Rothschild@nlrb.gov)>; yrozen@afclcio.org; kelseysheldon@dwt.com; pslovak@schiffhardin.com; Sophir, Jayme <[Jayme.Sophir@nlrb.gov](mailto:Jayme.Sophir@nlrb.gov)>; tthompson@littler.com; Trivedi, Rita <[Rita.Trivedi@nlrb.gov](mailto:Rita.Trivedi@nlrb.gov)>; Tyce, Genaira <[Genaira.Tyce@nlrb.gov](mailto:Genaira.Tyce@nlrb.gov)>; Wermuth, Anna <[awermuth@cozen.com](mailto:awermuth@cozen.com)>; Whiteside, Kaitlyn F <[KWhiteside@seyfarth.com](mailto:KWhiteside@seyfarth.com)>; Gwynne A. Wilcox <[gwilcox@levyratner.com](mailto:gwilcox@levyratner.com)>; Wong, Joane <[Joane.Wong@nlrb.gov](mailto:Joane.Wong@nlrb.gov)>; Nicole Cuda Perez <[nicole@cupaperezlaw.com](mailto:nicole@cupaperezlaw.com)>  
**Subject:** RE: DLL Women - Email List

Hi Amy!

Travel arrangements permitting, I plan to stop by. Dinner sounds good too.



**Letitia F. Silas, Esq.**  
**Associate General Counsel, Labor**  
Howard University  
2400 6th Street NW, Suite 321 | Washington, DC 20059  
Phone: (202) 806-2656 | Fax: (202) 806-6257

---

**From:** Gaylord, Amy Moor [<mailto:amg@franczek.com>]

**Sent:** Monday, October 22, 2018 4:42 PM

**To:** Burdick, Ruth E. <[Ruth.Burdick@nlrb.gov](mailto:Ruth.Burdick@nlrb.gov)>

**Cc:** Bass, Erin <[ebass@steptoe.com](mailto:ebass@steptoe.com)>; Kate M. Swearngen <[kswearngen@cwsny.com](mailto:kswearngen@cwsny.com)>; Allyson L. Belovin <[abelovin@levyratner.com](mailto:abelovin@levyratner.com)>; Zdravecky, Amy <[Amy.Zdravecky@btlaw.com](mailto:Amy.Zdravecky@btlaw.com)>; Breslin, Colleen <[Colleen.Breslin@nlrb.gov](mailto:Colleen.Breslin@nlrb.gov)>; Carey, Crystal S. <[Crystal.Carey@nlrb.gov](mailto:Crystal.Carey@nlrb.gov)>; [pchandran@gsllaw.com](mailto:pchandran@gsllaw.com); Emery, Lauren <[Lauren.Emery@nlrb.gov](mailto:Lauren.Emery@nlrb.gov)>; Angie Cowan Hamada <[hamada@ask-attorneys.com](mailto:hamada@ask-attorneys.com)>; Jason, Meredith <[Meredith.Jason@nlrb.gov](mailto:Meredith.Jason@nlrb.gov)>; Kalis, Sara B. <[SKalis@littler.com](mailto:SKalis@littler.com)>; Kershaw, Kyllan <[KKershaw@seyfarth.com](mailto:KKershaw@seyfarth.com)>; McFerran, Lauren <[Lauren.McFerran@nlrb.gov](mailto:Lauren.McFerran@nlrb.gov)>; [dmilham@nysutmail.org](mailto:dmilham@nysutmail.org); Mormilo, Nicole <[Nicole.Mormilo@nlrb.gov](mailto:Nicole.Mormilo@nlrb.gov)>; [sonni.nolan@huschblackwell.com](mailto:sonni.nolan@huschblackwell.com); Kate Zell <(b) (6)>; Rothschild, Roxanne L. <[Roxanne.Rothschild@nlrb.gov](mailto:Roxanne.Rothschild@nlrb.gov)>; [yrozen@afcio.org](mailto:yrozen@afcio.org); [kelseysheldon@dwt.com](mailto:kelseysheldon@dwt.com); Silas, Letitia <[letitia.silas@Howard.edu](mailto:letitia.silas@Howard.edu)>; [pslovak@schiffhardin.com](mailto:pslovak@schiffhardin.com); Sophir, Jayme <[Jayme.Sophir@nlrb.gov](mailto:Jayme.Sophir@nlrb.gov)>; [tthompson@littler.com](mailto:tthompson@littler.com); Trivedi, Rita <[Rita.Trivedi@nlrb.gov](mailto:Rita.Trivedi@nlrb.gov)>; Tyce, Genaira <[Genaira.Tyce@nlrb.gov](mailto:Genaira.Tyce@nlrb.gov)>; Wermuth, Anna <[awermuth@cozen.com](mailto:awermuth@cozen.com)>; Whiteside, Kaitlyn F <[KWhiteside@seyfarth.com](mailto:KWhiteside@seyfarth.com)>; Gwynne A. Wilcox <[gwilcox@levyratner.com](mailto:gwilcox@levyratner.com)>; Wong, Joane <[Joane.Wong@nlrb.gov](mailto:Joane.Wong@nlrb.gov)>; Nicole Cuda Perez <[nicole@cudaperezlaw.com](mailto:nicole@cudaperezlaw.com)>

**Subject:** Re: DLL Women - Email List

### External Email Warning

**WARNING!** Please proceed with caution as this message could be a scam. The sender's account may have been compromised and used to send malicious messages. If this message seems suspicious, please **DO NOT CLICK** any of the links and/or attachments. If you believe the contents of this email may be unsafe, please send it as an attachment to the ETS Information Security Team: [ets-infosec@howard.edu](mailto:ets-infosec@howard.edu).

I will be there and will stop by the booth of course! I am in for dinner! Thanks for organizing, Amy!!!

Sent from my iPhone

On Oct 22, 2018, at 1:27 PM, Burdick, Ruth E. <[Ruth.Burdick@nlrb.gov](mailto:Ruth.Burdick@nlrb.gov)> wrote:

I'll be there as well, and for a Wednesday night dinner. Looking forward to it!

---

**From:** Bass, Erin <[ebass@steptoe.com](mailto:ebass@steptoe.com)>

**Sent:** Monday, October 22, 2018 2:25 PM

**To:** Kate M. Swearngen <[kswearngen@cwsny.com](mailto:kswearngen@cwsny.com)>; Allyson L. Belovin <[abelovin@levyratner.com](mailto:abelovin@levyratner.com)>

**Cc:** Zdravecky, Amy <[Amy.Zdravecky@btlaw.com](mailto:Amy.Zdravecky@btlaw.com)>; Breslin, Colleen <[Colleen.Breslin@nlrb.gov](mailto:Colleen.Breslin@nlrb.gov)>; Burdick, Ruth E. <[Ruth.Burdick@nlrb.gov](mailto:Ruth.Burdick@nlrb.gov)>; Carey, Crystal S. <[Crystal.Carey@nlrb.gov](mailto:Crystal.Carey@nlrb.gov)>; [pchandran@gsllaw.com](mailto:pchandran@gsllaw.com); Emery, Lauren <[Lauren.Emery@nlrb.gov](mailto:Lauren.Emery@nlrb.gov)>; Gaylord, Amy Moor <[amg@franczek.com](mailto:amg@franczek.com)>; Angie Cowan Hamada <[hamada@ask-attorneys.com](mailto:hamada@ask-attorneys.com)>; Jason, Meredith <[Meredith.Jason@nlrb.gov](mailto:Meredith.Jason@nlrb.gov)>; Kalis, Sara B. <[SKalis@littler.com](mailto:SKalis@littler.com)>; Kershaw, Kyllan <[KKershaw@seyfarth.com](mailto:KKershaw@seyfarth.com)>; McFerran, Lauren <[Lauren.McFerran@nlrb.gov](mailto:Lauren.McFerran@nlrb.gov)>; [dmilham@nysutmail.org](mailto:dmilham@nysutmail.org); Mormilo,

Nicole <[Nicole.Mormilo@nlrb.gov](mailto:Nicole.Mormilo@nlrb.gov)>; sonni.nolan@huschblackwell.com; Kate Zell <(b) (6)>; Rothschild, Roxanne L. <[Roxanne.Rothschild@nlrb.gov](mailto:Roxanne.Rothschild@nlrb.gov)>; [yrozen@aflcio.org](mailto:yrozen@aflcio.org); [kelseysheldon@dwt.com](mailto:kelseysheldon@dwt.com); Silas, Letitia <[letitia.silas@Howard.edu](mailto:letitia.silas@Howard.edu)>; [pslovak@schiffhardin.com](mailto:pslovak@schiffhardin.com); Sophir, Jayme <[Jayme.Sophir@nlrb.gov](mailto:Jayme.Sophir@nlrb.gov)>; [tthompson@littler.com](mailto:tthompson@littler.com); Trivedi, Rita <[Rita.Trivedi@nlrb.gov](mailto:Rita.Trivedi@nlrb.gov)>; Tyce, Genaira <[Genaira.Tyce@nlrb.gov](mailto:Genaira.Tyce@nlrb.gov)>; Wermuth, Anna <[awermuth@cozen.com](mailto:awermuth@cozen.com)>; Whiteside, Kaitlyn F <[KWhiteside@seyfarth.com](mailto:KWhiteside@seyfarth.com)>; Gwynne A. Wilcox <[gwilcox@levyratner.com](mailto:gwilcox@levyratner.com)>; Wong, Joane <[Joane.Wong@nlrb.gov](mailto:Joane.Wong@nlrb.gov)>; Nicole Cuda Perez <[nicole@cudaperezlaw.com](mailto:nicole@cudaperezlaw.com)>

**Subject:** RE: DLL Women - Email List

I'll be there and will stop by the booth. Also in for dinner!

Erin Norris Bass | **Steptoe** | Direct: 602-257-5260

---

**From:** Kate M. Swearengen [<mailto:kswearngen@cwsny.com>]

**Sent:** Monday, October 22, 2018 10:27 AM

**To:** Allyson L. Belovin

**Cc:** Zdravecky, Amy; Bass, Erin; Breslin, Colleen; Burdick, Ruth E.; Carey, Crystal S.; [pchandran@gslaw.com](mailto:pchandran@gslaw.com); [lauren.emery@nlrb.gov](mailto:lauren.emery@nlrb.gov); Gaylord, Amy Moor; Angie Cowan Hamada; Jason, Meredith; Kalis, Sara B.; Kershaw, Kyllan; [lauren.mcferran@nlrb.gov](mailto:lauren.mcferran@nlrb.gov); [dmilham@nysutmail.org](mailto:dmilham@nysutmail.org); Mormilo, Nicole; [sonni.nolan@huschblackwell.com](mailto:sonni.nolan@huschblackwell.com); Kate Zell; Rothschild, Roxanne L.; [yrozen@aflcio.org](mailto:yrozen@aflcio.org); [kelseysheldon@dwt.com](mailto:kelseysheldon@dwt.com); Silas, Letitia; [pslovak@schiffhardin.com](mailto:pslovak@schiffhardin.com); Sophir, Jayme; [tthompson@littler.com](mailto:tthompson@littler.com); [rita.trivedi@nlrb.gov](mailto:rita.trivedi@nlrb.gov); Tyce, Genaira; Wermuth, Anna; Whiteside, Kaitlyn F; Gwynne A. Wilcox; [Joane.Wong@nlrb.gov](mailto:Joane.Wong@nlrb.gov); Nicole Cuda Perez

**Subject:** Re: DLL Women - Email List

I'll be there and will stop by the booth. Looking forward to seeing everyone.



**Kate M. Swearengen**

[900 Third Avenue, Suite 2100](#)

[New York, NY 10022-4869](#)

Tel: [212.356.0272](tel:212.356.0272)

Fax: [646.473.8272](tel:646.473.8272)

Cell: 917.239.7159

[kswearngen@cwsny.com](mailto:kswearngen@cwsny.com) | [www.cwsny.com](http://www.cwsny.com) | [Bio](#)

On Oct 22, 2018, at 12:39 PM, Allyson L. Belovin <[abelovin@levyratner.com](mailto:abelovin@levyratner.com)> wrote:

I'll be at the conference, but unfortunately I won't be arriving until Thursday afternoon. Looking forward to seeing everyone!

Best,

Allyson

Allyson L. Belovin | [View Bio](#)  
[abelovin@levyratner.com](mailto:abelovin@levyratner.com)

**LEVY RATNER, P.C.**

80 Eighth Avenue, 8th Floor  
New York, NY 10011  
(212) 627-8100 | (212) 627-8182 Fax  
[www.levyratner.com](http://www.levyratner.com)

The information in this email message and any attachment(s) hereto is intended for the confidential use of the addressee(s) only. The information is subject to all applicable rights of privilege and confidentiality including the attorney-client privilege and/or attorney work-product. Recipients should not file copies of this email with publicly accessible records. If you are not an addressee or an authorized agent responsible for delivering this email to a designated addressee, you have received this email in error, and any further review, dissemination, distribution, copying or forwarding of this email and/or attachment(s) is strictly prohibited. If you received this email in error, please notify us at (212) 627-8100 and permanently delete the email and any attachment(s) immediately. You should not retain, copy or use this email or any attachment(s) for any purpose, nor disclose all or any part of the contents hereof to any other person. Thank you.

Circular 230 Disclosure Notice: To ensure compliance with Treasury Department rules governing tax practice, we inform you that any advice contained herein (including in any attachment) (1) was not written and is not intended to be used, and cannot be used, for the purpose of avoiding any federal tax penalty that may be imposed on the taxpayer, and (2) may not be used in connection with the promoting, marketing or recommending to another person any transaction or matter addressed herein.

Pursuant to the CAN-SPAM Act this communication may be considered an advertisement or solicitation. If you would prefer not to receive future marketing and promotional mailings, please submit your request via email to [info@levyratner.com](mailto:info@levyratner.com) or via postal mail to Levy Ratner, P.C. Attn: Marketing Department, 80 Eighth Avenue, 8th Floor, New York, NY 10011. Be sure to include your email address if submitting your request via postal mail.

---

**From:** Zdravecky, Amy [<mailto:Amy.Zdravecky@btlaw.com>]  
**Sent:** Monday, October 22, 2018 12:12 PM  
**To:** Bass, Erin; Allyson L. Belovin; Breslin, Colleen; Burdick, Ruth E.; Carey, Crystal S.; [pchandran@gsllaw.com](mailto:pchandran@gsllaw.com); [lauren.emery@nlrb.gov](mailto:lauren.emery@nlrb.gov); Gaylord, Amy Moor; Angie Cowan Hamada; Jason, Meredith; Kalis, Sara B.; Kershaw, Kyllan; [lauren.mcferran@nlrb.gov](mailto:lauren.mcferran@nlrb.gov); [dmilham@nysutmail.org](mailto:dmilham@nysutmail.org); Mormilo, Nicole; [sonni.nolan@huschblackwell.com](mailto:sonni.nolan@huschblackwell.com); Kate Zell; Rothschild, Roxanne L.; [yrozen@afclcio.org](mailto:yrozen@afclcio.org); [kelseysheldon@dwt.com](mailto:kelseysheldon@dwt.com); Silas, Letitia; [pslovak@schiffhardin.com](mailto:pslovak@schiffhardin.com); Sophir, Jayme; Kate M. Swearengen; [tthompson@littler.com](mailto:tthompson@littler.com); [rita.trivedi@nlrb.gov](mailto:rita.trivedi@nlrb.gov); Tyce, Genaira; Wermuth, Anna; Whiteside, Kaitlyn F; Gwynne A. Wilcox; [Joane.Wong@nlrb.gov](mailto:Joane.Wong@nlrb.gov)  
**Cc:** Nicole Cuda Perez  
**Subject:** FW: DLL Women - Email List

Hi ladies. Hope you are all well. Just checking in to see who is going to be in San Fran for the Annual CLE meeting Nov 7-10. If you will be there, please plan to stop by the DLL Booth at the Expo Wednesday night 6 to 8 p.m. to say hi. And if you want to meet for dinner at some point Wednesday night after the Expo, please let me know and I can make a dinner reservation.

Hope to see you.

**Amy Zdravecky** | Partner

Barnes & Thornburg LLP

Direct: (616) 742-3988 | Direct: (312) 338-5937 | Fax: (616) 742-3999 |

Mobile: (312) 953-5932

<image001.jpg>

Atlanta | California | Chicago | Delaware | Indiana | Michigan | Minneapolis

| Ohio | Texas | Washington, D.C.

---

**From:** Zdravecky, Amy J.

**Sent:** Tuesday, March 27, 2018 9:14 AM

**Cc:** 'Nicole Cuda Perez'

**Subject:** DLL Women - Email List

All,

Thank you so much for attending the DLL Mid-Winter Meeting. It was so wonderful to see you all and we were thrilled to have the highest number of women attendees - 34 out of 101 attendees - that we have ever had. We hope to beat that number every year going forward.

As a follow-up to a suggestion that was raised at the Women's

Breakfast, [we](#) have included below the names and email addresses of the women who attended the Mid-Winter Meeting. We hope that this list will help you reach out to one another and to stay in [touch](#) during this next year.

In addition, we welcome any additional thoughts or ideas that you may have on how to improve the experience of women in our committee or at our meetings or how to increase the attendance of women at our meetings.

It was so great seeing you/meeting you and we hope to see you at our next Mid-Winter Meeting if not before.



Thank you,

Amy Zdravecky

([Zdravecky@millercanfield.com](mailto:Zdravecky@millercanfield.com))

and Nicole Cuda Perez

([nicole@cudaperezlaw.com](mailto:nicole@cudaperezlaw.com))

List of Women Attendees-

Erin Bass – [ebass@steptoe.com](mailto:ebass@steptoe.com)

Allyson Belovin-

[abelovin@levyratner.com](mailto:abelovin@levyratner.com)

Colleen Breslin –

[colleen.breslin@nlr.gov](mailto:colleen.breslin@nlr.gov)

Ruth Burdick-

[ruth.burdick@nlr.gov](mailto:ruth.burdick@nlr.gov)

Crystal Carey –

[crystal.carey@nlr.gov](mailto:crystal.carey@nlr.gov)

Pamela Chandran –

[pchandran@gslaw.com](mailto:pchandran@gslaw.com)

Lauren Emery –

[lauren.emery@nlrb.gov](mailto:lauren.emery@nlrb.gov)

Amy Gaylord –

[amg@franczek.com](mailto:amg@franczek.com)

Angie Cowan Hamada –

[hamada@ask-attorneys.com](mailto:hamada@ask-attorneys.com)

Meredith Jason –

[meredith.jason@nlrb.gov](mailto:meredith.jason@nlrb.gov)

Sara Kalis – [skalis@littler.com](mailto:skalis@littler.com)

Kyllan Kershaw –

[kkershaw@seyfarth.com](mailto:kkershaw@seyfarth.com)

Lauren McFerran –

[lauren.mcferran@nlrb.gov](mailto:lauren.mcferran@nlrb.gov)

Deborah Milham –

[dmilham@nyustmail.org](mailto:dmilham@nyustmail.org)

Nicole Mormilo –

[nicole.mormilo@nlrb.gov](mailto:nicole.mormilo@nlrb.gov)

Sonni Nolan –

[sonni.nolan@huschblackwell.com](mailto:sonni.nolan@huschblackwell.com)

Kat Paterno –

[kpaterno@ebglaw.com](mailto:kpaterno@ebglaw.com)

Roxanne Rothschild –

[roxanne.rothschild@nlr.gov](mailto:roxanne.rothschild@nlr.gov)

Yona Rozen – [yrozen@aficio.org](mailto:yrozen@aficio.org)

Kelsey Sheldon –

[kelseysheldon@dwt.com](mailto:kelseysheldon@dwt.com)

Letitia Silas –

[Letitia.silas@howard.edu](mailto:Letitia.silas@howard.edu)

Pat Slovak –

[pslovak@schiffhardin.com](mailto:pslovak@schiffhardin.com)

Jayme Sophir –

[jayme.sophir@nlr.gov](mailto:jayme.sophir@nlr.gov)

Kate Swearengen –

[kswearengen@cwsny.com](mailto:kswearengen@cwsny.com)

Tanja Thompson –

[tthompson@littler.com](mailto:tthompson@littler.com)

Rita Trivedi- (b) (6)

Genaira Tyce –

(b) (6)

Anna Wermuth –  
[awermuth@cozen.com](mailto:awermuth@cozen.com)

Kaitlyn Whiteside –  
[kwhiteside@seyfarth.com](mailto:kwhiteside@seyfarth.com)

Gwynne Wilcox –  
[gwilcox@levyratner.com](mailto:gwilcox@levyratner.com)

Joane Wong –

(b) (6)

CONFIDENTIALITY NOTICE: This email and any attachments are for the exclusive and confidential use of the intended recipient. If you are not the intended recipient, please do not read, distribute or take action in reliance upon this message. If you have received this in error, please notify us immediately by return email and promptly delete this message and its attachments from your computer system. We do not waive attorney-client or work product privilege by the transmission of this message.

Under applicable Treasury Regulations, we are required to inform you that no U.S. tax advice in this email or an attachment to this email is intended or written to be used, nor can it be used, to avoid a penalty under the Internal Revenue Code, or to promote, market or recommend to another party a transaction or matter addressed in this email or attachment.

This E-Mail and any attachments may contain material that is protected by an attorney-client privilege or that is otherwise confidential. Please do not permit anyone other than an addressee or an employee or other authorized agent of an addressee to read this e-mail or any of its attachments without the consent of Cohen, Weiss and Simon LLP. If you are not one of the people specified in the previous sentence, please delete this e-mail and its attachments and notify me.

-----  
The information contained in this e-mail message and any attachments may be confidential or privileged and is intended only for the use of the named recipient. If you are not the named recipient, you are hereby notified that any dissemination or copying of this message or any attachment is strictly prohibited. If you have received this message in error, please contact the sender and delete all copies and attachments.  
-----

**From:** [Rothschild, Roxanne L.](#)  
**To:** [Zdravecky, Amy](#); [Bass, Erin](#); [abelovin@levyratner.com](#); [Breslin, Colleen](#); [Burdick, Ruth E.](#); [Carey, Crystal S.](#); [pchandran@gslaw.com](#); [Emery, Lauren](#); [Gaylord, Amy Moor](#); [Angie Cowan Hamada](#); [Jason, Meredith](#); [Kalis, Sara B.](#); [Kershaw, Kyllan](#); [McFerran, Lauren](#); [dmilham@nysutmail.org](#); [Mormilo, Nicole](#); [sonni.nolan@huschblackwell.com](#); [Kate Zell](#); [yrozen@afcio.org](#); [kelseysheldon@dwt.com](#); [Silas, Letitia](#); [pslovak@schiffhardin.com](#); [Sophir, Jayme](#); [Kate M. Swearngen](#); [tthompson@littler.com](#); [Trivedi, Rita](#); [Tyce, Genaira](#); [Wermuth, Anna](#); [Whiteside, Kaitlyn E](#); [Gwynne A. Wilcox \(gwilcox@levyratner.com\)](#); [Wong, Joane](#)  
**Cc:** [Nicole Cuda Perez](#)  
**Subject:** RE: DLL Women - Email List  
**Date:** Tuesday, October 23, 2018 10:20:33 AM

---

I will definitely stop by the booth at the Wednesday reception, but unfortunately I won't be available for dinner that night.

Thanks,

### **Roxanne Rothschild**

Acting Executive Secretary  
National Labor Relations Board  
1015 Half Street SE, Office 5010, Washington, DC 20570  
[roxanne.rothschild@nrlrb.gov](mailto:roxanne.rothschild@nrlrb.gov) | 202-273-2917

---

**From:** Zdravecky, Amy [mailto:Amy.Zdravecky@btlaw.com]  
**Sent:** Monday, October 22, 2018 12:12 PM  
**To:** Bass, Erin <ebass@steptoe.com>; abelovin@levyratner.com; Breslin, Colleen <Colleen.Breslin@nrlrb.gov>; Burdick, Ruth E. <Ruth.Burdick@nrlrb.gov>; Carey, Crystal S. <Crystal.Carey@nrlrb.gov>; pchandran@gslaw.com; Emery, Lauren <Lauren.Emery@nrlrb.gov>; Gaylord, Amy Moor <amg@franczek.com>; Angie Cowan Hamada <hamada@ask-attorneys.com>; Jason, Meredith <Meredith.Jason@nrlrb.gov>; Kalis, Sara B. <SKalis@littler.com>; Kershaw, Kyllan <KKershaw@seyfarth.com>; McFerran, Lauren <Lauren.McFerran@nrlrb.gov>; dmilham@nysutmail.org; Mormilo, Nicole <Nicole.Mormilo@nrlrb.gov>; sonni.nolan@huschblackwell.com; Kate Zell <(b) (6)>; Rothschild, Roxanne L. <Roxanne.Rothschild@nrlrb.gov>; yrozen@afcio.org; kelseysheldon@dwt.com; Silas, Letitia <letitia.silas@Howard.edu>; pslovak@schiffhardin.com; Sophir, Jayme <Jayme.Sophir@nrlrb.gov>; Kate M. Swearngen <kswearngen@cwsny.com>; tthompson@littler.com; Trivedi, Rita <Rita.Trivedi@nrlrb.gov>; Tyce, Genaira <Genaira.Tyce@nrlrb.gov>; Wermuth, Anna <awermuth@cozen.com>; Whiteside, Kaitlyn F <KWhiteside@seyfarth.com>; Gwynne A. Wilcox (gwilcox@levyratner.com) <gwilcox@levyratner.com>; Wong, Joane <Joane.Wong@nrlrb.gov>  
**Cc:** Nicole Cuda Perez <nicole@cudaperezlaw.com>  
**Subject:** FW: DLL Women - Email List

Hi ladies. Hope you are all well. Just checking in to see who is going to be in San Fran for the Annual CLE meeting Nov 7-10. If you will be there, please plan to stop by the DLL Booth at the Expo Wednesday night 6 to 8 p.m. to say hi. And if you want to meet for dinner at some point Wednesday night after the Expo, please let me know and I can make a dinner reservation.

Hope to see you.

**Amy Zdravecky** | Partner

Barnes & Thornburg LLP

Direct: (616) 742-3988 | Direct: (312) 338-5937 | Fax: (616) 742-3999 | Mobile: (312) 953-5932



Atlanta | California | Chicago | Delaware | Indiana | Michigan | Minneapolis | Ohio | Texas |  
Washington, D.C.

---

**From:** Zdravecky, Amy J.

**Sent:** Tuesday, March 27, 2018 9:14 AM

**Cc:** 'Nicole Cuda Perez'

**Subject:** DLL Women - Email List

All,

Thank you so much for attending the DLL Mid-Winter Meeting. It was so wonderful to see you all and we were thrilled to have the highest number of women attendees - 34 out of 101 attendees - that we have ever had. We hope to beat that number every year going forward.

As a follow-up to a suggestion that was raised at the Women's Breakfast, [we](#) have included below the names and email addresses of the women who attended the Mid-Winter



Meeting. We hope that this list will help you reach out to one another and to stay in touch during this next year.

In addition, we welcome any additional thoughts or ideas that you may have on how to improve the experience of women in our committee or at our meetings or how to increase the attendance of women at our meetings.

It was so great seeing you/meeting you and we hope to see you at our next Mid-Winter Meeting if not before.

Thank you,

Amy Zdravecky

([Zdravecky@millercanfield.com](mailto:Zdravecky@millercanfield.com)) and Nicole

Cuda Perez ([nicole@cudaperezlaw.com](mailto:nicole@cudaperezlaw.com))

## List of Women Attendees-

Erin Bass – [ebass@steptoe.com](mailto:ebass@steptoe.com)

Allyson Belovin- [abelovin@levyratner.com](mailto:abelovin@levyratner.com)

Colleen Breslin – [colleen.breslin@nlrb.gov](mailto:colleen.breslin@nlrb.gov)

Ruth Burdick- [ruth.burdick@nlrb.gov](mailto:ruth.burdick@nlrb.gov)

Crystal Carey – [crystal.carey@nlrb.gov](mailto:crystal.carey@nlrb.gov)

Pamela Chandran – [pchandran@gslaw.com](mailto:pchandran@gslaw.com)

Lauren Emery – [lauren.emery@nlrb.gov](mailto:lauren.emery@nlrb.gov)

Amy Gaylord – [amg@franczek.com](mailto:amg@franczek.com)

Angie Cowan Hamada – [hamada@ask-attorneys.com](mailto:hamada@ask-attorneys.com)

Meredith Jason – [meredith.jason@nlrb.gov](mailto:meredith.jason@nlrb.gov)

Sara Kalis – [skalis@littler.com](mailto:skalis@littler.com)

Kyllan Kershaw – [kkershaw@seyfarth.com](mailto:kkershaw@seyfarth.com)

Lauren McFerran – [lauren.mcferran@nlrb.gov](mailto:lauren.mcferran@nlrb.gov)

Deborah Milham – [dmilham@nyustmail.org](mailto:dmilham@nyustmail.org)

Nicole Mormilo – [nicole.mormilo@nlrb.gov](mailto:nicole.mormilo@nlrb.gov)

Sonni Nolan –

[sonni.nolan@huschblackwell.com](mailto:sonni.nolan@huschblackwell.com)

Kat Paterno – [kpaterno@ebglaw.com](mailto:kpaterno@ebglaw.com)

Roxanne Rothschild –

[roxanne.rothschild@nlr.gov](mailto:roxanne.rothschild@nlr.gov)

Yona Rozen – [yrozen@aflcio.org](mailto:yrozen@aflcio.org)

Kelsey Sheldon – [kelseysheldon@dwt.com](mailto:kelseysheldon@dwt.com)

Letitia Silas – [Letitia.silas@howard.edu](mailto:Letitia.silas@howard.edu)

Pat Slovak – [pslovak@schiffhardin.com](mailto:pslovak@schiffhardin.com)

Jayme Sophir – [jayme.sophir@nlr.gov](mailto:jayme.sophir@nlr.gov)

Kate Swearengen – [kswearengen@cwsny.com](mailto:kswearengen@cwsny.com)

Tanja Thompson – [tthompson@littler.com](mailto:tthompson@littler.com)

Rita Trivedi- (b) (6)

Genaira Tyce – (b) (6)

Anna Wermuth – [awermuth@cozen.com](mailto:awermuth@cozen.com)

Kaitlyn Whiteside – [kwhiteside@seyfarth.com](mailto:kwhiteside@seyfarth.com)

Gwynne Wilcox – [gwilcox@levyratner.com](mailto:gwilcox@levyratner.com)

Joane Wong – (b) (6)

CONFIDENTIALITY NOTICE: This email and any attachments are for the exclusive and confidential use of the intended recipient. If you are not the intended recipient, please do not read, distribute or take action in reliance upon this message. If you have received this in error, please notify us immediately by return email and promptly delete this message and its attachments from your computer system. We do not waive attorney-client or work product privilege by the transmission of this message.

**From:** [Craig Becker](#)  
**To:** [McFerran, Lauren](#)  
**Cc:** [Jessica Chu](#)  
**Subject:** Re: invitation to speak to LCC Board of Director on November 16  
**Date:** Tuesday, October 30, 2018 10:35:42 AM

---

Wonderful. We will get back to you on specific topics asap. And, of course, John is more than welcome. Thanks much. Craig

Craig Becker  
General Counsel  
AFL-CIO  
815 16<sup>th</sup> St., N.W.  
Washington, D.C. 20006  
[\(202\)637-5310](tel:(202)637-5310)

On Tue, Oct 30, 2018 at 9:52 AM McFerran, Lauren <[Lauren.McFerran@nlrb.gov](mailto:Lauren.McFerran@nlrb.gov)> wrote:

Hi, Craig and Jessica-

I'd be happy to participate. I have an 11:00 appointment downtown that day already, so the 1pm slot would work well. Please let me know if there's any specific topics you think the group would be particularly interested in hearing about. I may bring my chief counsel, John Colwell, with me if that works for you all.

I look forward to seeing the LCC folks-

Lauren

**From:** Craig Becker [mailto:[cbecker@aficio.org](mailto:cbecker@aficio.org)]  
**Sent:** Monday, October 29, 2018 5:56 PM  
**To:** McFerran, Lauren <[Lauren.McFerran@nlrb.gov](mailto:Lauren.McFerran@nlrb.gov)>; Jessica Chu <[jchu@aficio.org](mailto:jchu@aficio.org)>  
**Subject:** invitation to speak to LCC Board of Director on November 16

Lauren:

I write to ask if you might be available to speak to the AFL-CIO Lawyers Coordinating Committee Board of Directors during its meeting on Friday November 16. The Board consists of around 40 labor lawyers from across the country, in firms and in-house at unions. It meets twice per year, once at our annual conference in the spring and once in

D.C. in the fall.

If you are available on the 16th, we could arrange for you to speak at either 11 or 1, depending on what works better for your schedule. Your remarks can be informal as I am sure the Board members would enjoy an opportunity to pose some questions to you.

If you can make the meeting, you will also have an opportunity to meet our new LCC Managing Counsel Jessica Chu, copied here.

Hope this works out. Thanks for considering.

Best,

Craig

Craig Becker  
General Counsel  
AFL-CIO  
815 16<sup>th</sup> St., N.W.  
Washington, D.C. 20006  
[\(202\)637-5310](tel:(202)637-5310)

**From:** [Craig Becker](#)  
**To:** [McFerran, Lauren](#)  
**Cc:** [Jessica Chu](#)  
**Subject:** Re: invitation to speak to LCC Board of Director on November 16  
**Date:** Wednesday, November 14, 2018 5:37:35 PM

---

Great. Fully understand the limits of the conversation and will ask our colleagues to respect those. I think the running list of footnote signals would be of great interest as well as your concept of the role and craft of the dissent. Thanks again.

Craig Becker  
General Counsel  
AFL-CIO  
815 16<sup>th</sup> St., N.W.  
Washington, D.C. 20006  
[\(202\)637-5310](tel:(202)637-5310)

On Wed, Nov 14, 2018 at 5:35 PM McFerran, Lauren <[Lauren.McFerran@nrlb.gov](mailto:Lauren.McFerran@nrlb.gov)> wrote:

This is all fine, as I know that you (of all people) understand the boundaries within which I can address these topics. In addition to these topics, I have a running list of the personal footnotes that my colleagues have used to publicly flag areas where they are interested in revisiting precedent in the future, so I might tick through those if that would be helpful? I could also generally discuss the various approaches that one can take in crafting a dissent, if that might be of interest...

I look forward to seeing you all on Friday-

Lauren

---

**From:** Craig Becker [mailto:[cbecker@aflcio.org](mailto:cbecker@aflcio.org)]  
**Sent:** Wednesday, November 14, 2018 2:02 PM  
**To:** McFerran, Lauren <[Lauren.McFerran@nrlb.gov](mailto:Lauren.McFerran@nrlb.gov)>  
**Cc:** Jessica Chu <[jchu@aflcio.org](mailto:jchu@aflcio.org)>  
**Subject:** Re: invitation to speak to LCC Board of Director on November 16

Lauren: We are looking forward to seeing you and John at our LCC Board meeting on Friday at 1. We would be happy to have you talk about anything you want, but we think the Board members would be particularly interested in whatever you can **appropriately** say about (1) the Board's new interest in rule-making, particularly what was said about r case rules at ABA meeting, (2) ethics issues at Board and status of overall ethics review Chairman has described, (3) chemistry and working relationships among the Board members post-Mark, and (4) your perspective on how things change once Ds control the House (based on your prior life on the Hill). Please let us know if you want to discuss any of this or the meeting generally. Otherwise, thanks again for doing this and see you Friday. Best, Craig

Craig Becker  
General Counsel  
AFL-CIO  
815 16<sup>th</sup> St., N.W.  
Washington, D.C. 20006  
[\(202\)637-5310](tel:(202)637-5310)

On Tue, Oct 30, 2018 at 9:52 AM McFerran, Lauren <[Lauren.McFerran@nlrb.gov](mailto:Lauren.McFerran@nlrb.gov)> wrote:

Hi, Craig and Jessica-

I'd be happy to participate. I have an 11:00 appointment downtown that day already, so the 1pm slot would work well. Please let me know if there's any specific topics you think the group would be particularly interested in hearing about. I may bring my chief counsel, John Colwell, with me if that works for you all.

I look forward to seeing the LCC folks-

Lauren

**From:** Craig Becker [mailto:[cbecker@aficio.org](mailto:cbecker@aficio.org)]

**Sent:** Monday, October 29, 2018 5:56 PM

**To:** McFerran, Lauren <[Lauren.McFerran@nlrb.gov](mailto:Lauren.McFerran@nlrb.gov)>; Jessica Chu <[jchu@aficio.org](mailto:jchu@aficio.org)>

**Subject:** invitation to speak to LCC Board of Director on November 16



Lauren:

I write to ask if you might be available to speak to the AFL-CIO Lawyers Coordinating Committee Board of Directors during its meeting on Friday November 16. The Board consists of around 40 labor lawyers from across the country, in firms and in-house at unions. It meets twice per year, once at our annual conference in the spring and once in D.C. in the fall.

If you are available on the 16th, we could arrange for you to speak at either 11 or 1, depending on what works better for your schedule. Your remarks can be informal as I am sure the Board members would enjoy an opportunity to pose some questions to you.

If you can make the meeting, you will also have an opportunity to meet our new LCC Managing Counsel Jessica Chu, copied here.

Hope this works out. Thanks for considering.

Best,

Craig

Craig Becker  
General Counsel  
AFL-CIO  
815 16<sup>th</sup> St., N.W.  
Washington, D.C. 20006  
[\(202\)637-5310](tel:(202)637-5310)

**From:** (b) (6)  
**To:** [Everybody](#)  
**Cc:** (b) (6); (b) (6); [piohnson@mofo.com](mailto:piohnson@mofo.com); [Michael Artz; yseitz@sidley.com](mailto:Michael Artz; yseitz@sidley.com); [jbrudney@law.tordham.edu](mailto:jbrudney@law.tordham.edu); [mschneider@iamaw.org](mailto:mschneider@iamaw.org); [alison.andersen@arentfox.com](mailto:alison.andersen@arentfox.com); (b) (6); (b) (6); (b) (6); [wu.portia@dol.gov](mailto:wu.portia@dol.gov); [aobrien@nea.org](mailto:aobrien@nea.org); [jwaita@nea.org](mailto:jwaita@nea.org); [Matthew Blumin; msl46@law.georgetown.edu](mailto:Matthew Blumin; msl46@law.georgetown.edu); [gottesma@law.georgetown.edu](mailto:gottesma@law.georgetown.edu); (b) (6); George H. Cohen; (b) (6); (b) (6); (b) (6); [jennifer.hunter@seiu.org](mailto:jennifer.hunter@seiu.org); [maryann.parker@seiu.org](mailto:maryann.parker@seiu.org); [Margareta Toews Personal Email \(Gmail\); Dora.Chen@seiu.org](mailto:Margareta Toews Personal Email (Gmail); Dora.Chen@seiu.org); [Walter Kamiat; Valerie Southall \(Valerie.williamson@bassberry.com\)](mailto:Walter Kamiat; Valerie Southall (Valerie.williamson@bassberry.com)); (b) (6); (b) (6); [scarle@wcl.american.edu](mailto:scarle@wcl.american.edu); (b) (6); [gary.kohiman@dc.gov](mailto:gary.kohiman@dc.gov); (b) (6); (b) (6); [markakis.constance@pbqc.gov](mailto:markakis.constance@pbqc.gov); [McFerran, Lauren](mailto:McFerran, Lauren); (b) (6); [pzimmerman@iaf.gov](mailto:pzimmerman@iaf.gov); [ovazquez@steptoe.com](mailto:ovazquez@steptoe.com); [ssimmons@segalco.com](mailto:ssimmons@segalco.com); [jhacker@omm.com](mailto:jhacker@omm.com); [cfrederickson@acslaw.org](mailto:cfrederickson@acslaw.org); (b) (6)  
**Subject:** YOU'RE INVITED...  
**Date:** Wednesday, November 21, 2018 5:28:53 PM  
**Attachments:** [BKholidayprtyinvite18.doc.docx](#)

---

**To Eredhoff and Kaiser's Annual Holiday Party**

**December 14<sup>th</sup> @ 5:00 p.m.**

**805 15<sup>th</sup> Street, North West  
Washington D.C. 20005**



**BREDHOFF & KAISER**  
cordially invites you to our

# ANNUAL HOLIDAY PARTY

December 14<sup>th</sup>, 2018  
5:00p.m. to 8:00p.m.

805 15<sup>th</sup> Street, North West  
Washington, D.C. 20005

Please R.S.V.P by December 5<sup>th</sup>  
to (b) (6)

Email: (b) (6) [@bredhoff.com](mailto:(b) (6)@bredhoff.com)

Phone: (202) 842-2600

Also, include the following information in your *RSVP*:

**Number of Adults for dinner**

**Number of Children for dinner**

**Full name and ages of children**

(Santa would be thankful for any hints as to what is on your child's wish list.)

**From:** (b) (6)  
**To:** (b) (6); [mblumin@afscme.org](mailto:mblumin@afscme.org); [jbrudney@law.fordham.edu](mailto:jbrudney@law.fordham.edu); [scarle@wcl.american.edu](mailto:scarle@wcl.american.edu); [George H. Cohen](#); (b) (6); [gottesma@law.georgetown.edu](mailto:gottesma@law.georgetown.edu); [cfrederickson@acslaw.org](mailto:cfrederickson@acslaw.org); (b) (6); [pjohnson@mofo.com](mailto:pjohnson@mofo.com); [Walter Kamiat](#); [gary.kohlman@dc.gov](mailto:gary.kohlman@dc.gov); (b) (6); [ms146@law.georgetown.edu](mailto:ms146@law.georgetown.edu); [alison.andersen@arentfox.com](mailto:alison.andersen@arentfox.com); (b) (6); (b) (6); [markakis.constance@pbqc.gov](mailto:markakis.constance@pbqc.gov); [McFerran, Lauren](#); [aobrien@nea.org](mailto:aobrien@nea.org); (b) (6); (b) (6); (b) (6); (b) (6); (b) (6); [vseitz@sidley.com](mailto:vseitz@sidley.com); (b) (6); (b) (6); (b) (6); [ssimmons@seagalco.com](mailto:ssimmons@seagalco.com); (b) (6); [Margareta Toews Personal Email \(Gmail\)](#); [jwalta@nea.org](mailto:jwalta@nea.org); [pzimmerman@iaf.gov](mailto:pzimmerman@iaf.gov); [MArtz@afscme.org](mailto:MArtz@afscme.org)  
**Subject:** Friendly Reminder...  
**Date:** Tuesday, December 4, 2018 6:14:42 PM  
**Attachments:** [BKholidayprtyinvite18.doc.docx](#)

---

Good Evening,

Bredhoff and Kaiser's holiday party is fast approaching, and we would love to see you, but haven't heard from you yet.

So, let us know if you are planning on attending our annual soirée. And if you are bringing a wee one(s), let Santa know what he or she would like. Thanks!

(b) (6), (b) (7)(C)

(Santa's Helper)





**BREDHOFF & KAISER**  
cordially invites you to our

# ANNUAL HOLIDAY PARTY

December 14<sup>th</sup>, 2018  
5:00p.m. to 8:00p.m.

805 15<sup>th</sup> Street, North West  
Washington, D.C. 20005

Please R.S.V.P by December 5<sup>th</sup>  
to (b) (6)

Email: (b) (6) [@bredhoff.com](mailto:(b)(6)@bredhoff.com)

Phone: (202) 842-2600

Also, include the following information in your *RSVP*:

**Number of Adults for dinner**

**Number of Children for dinner**

**Full name and ages of children**

(Santa would be thankful for any hints as to what is on your child's wish list.)

**From:** [Zdravecky Amy](#)  
**To:** [richja@gtlaw.com](#); (b) (6); [ebass@steptoe.com](#); [Burdick, Ruth E.](#); [nicole.berner@seiu.org](#); [Carey, Crystal S.](#); [Pamela Chandran](#); [Angie Cowan Hamada \(hamada@ask-attorneys.com\)](#); [rhooper@ebglaw.com](#); [beth.harper@haynesboone.com](#); [Jason, Meredith](#); [Kundra, Neelam](#); [kkrshaw@sefath.com](#); [McFerran, Lauren](#); [McKinney, Renee D](#); [Mormilo, Nicole](#); [Misra, Polly](#); [crentz@ebglaw.com](#); [Rothschild, Roxanne L.](#); [nsotomayor@gslaw.org](#); [Stock, Alice B.](#); [Sheldon, Kelsey](#); [Kate M. Swearngen](#); [amy.gaylord@akerman.com](#); [deneen.tavaras@nlrb.gov](#); [Trivedi, Rita](#); [Thompson, Tanja L.](#); [Wermuth, Anna](#); [Tyce, Genaira](#); [Von Spiegelfeld, Cristina](#); [Julie Gutman Dickinson](#); [Gwynne A. Wilcox](#); [Wong, Joane](#); [rqs@sdlaborlaw.com](#); [MHensel@local150.org](#); [mguizar@unioncounsel.net](#)  
**Cc:** [Nicole Cuda Perez](#); [Sophir, Jayme](#); [btarnault@bklawyers.com](#); [Buttrick, Stuart R.](#)  
**Subject:** DLL Women's Breakfast  
**Date:** Monday, February 18, 2019 9:22:58 AM

---

All,

On behalf of myself and my fellow DLL Committee Co-chairs, Nicole Cuda Perez and Jayme Sophir and Program Co-Chairs Stuart Buttrick and Bryan Arnault, we wanted to express how excited we are to see that you are attending the DLL Mid-winter meeting next week in Santa Monica. We also wanted to invite you to please join us for the annual Women's Breakfast, which is scheduled for Tuesday, February 26 at 7:00 a.m. in the Jones Library and Patio. We know it is early but we look forward to meeting you, making new friends, reconnecting with old friends and hearing your thoughts on how we can ensure women continue to come and get involved in our committee.

Thanks so much and see you next Tuesday morning,

Amy Zdravecky, Nicole Cuda Perez, Jayme Sophir, Stuart Buttrick and Bryan Arnault

**Amy Zdravecky** | Partner

Barnes & Thornburg LLP

171 Monroe Avenue, N.W., Suite 1000, Grand Rapids, MI 49503-2694

Direct: (616) 742-3988 | Mobile: (312) 953-5932 | Fax: (616) 742-3999



Atlanta | California | Chicago | Delaware | Indiana | Michigan | Minneapolis | Ohio | Texas | Washington, D.C.

CONFIDENTIALITY NOTICE: This email and any attachments are for the exclusive and confidential use of the intended recipient. If you are not the intended recipient, please do not read, distribute or take action in reliance upon this message. If you have received this in error, please notify us immediately by return email and promptly delete this message and its attachments from your computer system. We do not waive attorney-client or work product privilege by the transmission of this message.

**From:** [Silas, Letitia](#)  
**To:** [Carey, Crystal S.](#); [Zdravecky, Amy](#); [abelovin@levyratner.com](#); [Breslin, Colleen](#); [Burdick, Ruth E.](#); [lauren.emery@nlrb.gov](#); [Angie Cowan Hamada](#); [Jason, Meredith](#); [Kershaw, Kyllan](#); [McFerran, Lauren](#); [dmilham@nysutmail.org](#); [Mormilo, Nicole](#); [sonni.nolan@huschblackwell.com](#); [Rothschild, Roxanne L.](#); [yrozen@afcio.org](#); [kelseysheldon@dw.com](#); [Kate M. Swearngen](#); [tthompson@littler.com](#); [Trivedi, Rita](#); [Tyce, Genaira](#); [Wermuth, Anna](#); [Whiteside, Kaitlyn F](#); [Gwynne A. Wilcox \(gwilcox@levyratner.com\)](#); [Wong, Joane](#); [Bass, Erin N.](#); [Ellen E. Crane](#); [richja@gtlaw.com](#); [Pamela Chandran](#); [amy.gaylord@akerman.com](#); [Nicole Cuda Perez](#); [McKinney, Renee D](#)  
**Subject:** Re: DLL Women's Dinner in New Orleans  
**Date:** Thursday, October 3, 2019 3:20:29 PM

---

Hey There! You'll be missed. How's everything?

Get [Outlook for Android](#)

---

**From:** Carey, Crystal S. <crystal.carey@morganlewis.com>  
**Sent:** Thursday, October 3, 2019 3:15:20 PM  
**To:** Zdravecky, Amy <Amy.Zdravecky@btlaw.com>; abelovin@levyratner.com <abelovin@levyratner.com>; Breslin, Colleen <Colleen.Breslin@nlrb.gov>; Burdick, Ruth E. <Ruth.Burdick@nlrb.gov>; lauren.emery@nlrb.gov <lauren.emery@nlrb.gov>; Angie Cowan Hamada <hamada@ask-attorneys.com>; Jason, Meredith <Meredith.Jason@nlrb.gov>; Kershaw, Kyllan <KKershaw@seyfarth.com>; lauren.mcferran@nlrb.gov <lauren.mcferran@nlrb.gov>; dmilham@nysutmail.org <dmilham@nysutmail.org>; Mormilo, Nicole <Nicole.Mormilo@nlrb.gov>; sonni.nolan@huschblackwell.com <sonni.nolan@huschblackwell.com>; Rothschild, Roxanne L. <Roxanne.Rothschild@nlrb.gov>; yrozen@afcio.org <yrozen@afcio.org>; kelseysheldon@dw.com <kelseysheldon@dw.com>; Silas, Letitia <letitia.silas@Howard.edu>; Kate M. Swearngen <kswearngen@cwsny.com>; tthompson@littler.com <tthompson@littler.com>; rita.trivedi@nlrb.gov <rita.trivedi@nlrb.gov>; Tyce, Genaira <Genaira.Tyce@nlrb.gov>; Wermuth, Anna <awermuth@cozen.com>; Whiteside, Kaitlyn F <KWhiteside@seyfarth.com>; Gwynne A. Wilcox (gwilcox@levyratner.com) <gwilcox@levyratner.com>; Joane.Wong@nlrb.gov <Joane.Wong@nlrb.gov>; Bass, Erin N. <erin.bass@dentons.com>; Ellen E. Crane <ecrane@SVSU.edu>; richja@gtlaw.com <richja@gtlaw.com>; Pamela Chandran <Pamela.Chandran@unacuhcp.org>; amy.gaylord@akerman.com <amy.gaylord@akerman.com>; Nicole Cuda Perez <nicole@cudaperezlaw.com>; McKinney, Renee D <Renee.McKinney@nlrb.gov>; Angie Cowan Hamada <hamada@ask-attorneys.com>  
**Subject:** RE: DLL Women's Dinner in New Orleans

**External Email Warning**

**WARNING!** Please proceed with caution as this message could be a scam. The sender's account may have been compromised and used to send malicious messages. If this message seems suspicious, please **DO NOT CLICK** any of the links and/or attachments. If you believe the contents of this email may be unsafe, please send it as an attachment to the ETS Information Security Team: [ets-infosec@howard.edu](mailto:ets-infosec@howard.edu).

I will miss you guys this year. I do plan on attending the mid-winter though.

Have a blast!

**Crystal S. Carey**  
**Morgan, Lewis & Bockius LLP**  
1701 Market Street | Philadelphia, PA 19103-2921



Direct: +1.215.963.5309 | Main: +1.215.963.5000 | Fax: +1.215.963.5001  
[crystal.carey@morganlewis.com](mailto:crystal.carey@morganlewis.com) | [www.morganlewis.com](http://www.morganlewis.com)  
Assistant: (b) (6), (b) (7)(C) [REDACTED]@morganlewis.com

---

**From:** Zdravecky, Amy <Amy.Zdravecky@btlaw.com>

**Sent:** Thursday, October 3, 2019 2:12 PM

**To:** abelovin@levyratner.com; Breslin, Colleen <Colleen.Breslin@nlrb.gov>; Burdick, Ruth E. <Ruth.Burdick@nlrb.gov>; lauren.emery@nlrb.gov; Angie Cowan Hamada <hamada@ask-attorneys.com>; Jason, Meredith <Meredith.Jason@nlrb.gov>; Kershaw, Kyllan <KKershaw@seyfarth.com>; lauren.mcferran@nlrb.gov; dmilham@nysutmail.org; Mormilo, Nicole <Nicole.Mormilo@nlrb.gov>; sonni.nolan@huschblackwell.com; Rothschild, Roxanne L. <Roxanne.Rothschild@nlrb.gov>; yrozen@aflcio.org; kelseysheldon@dwt.com; Silas, Letitia <letitia.silas@Howard.edu>; Kate M. Swearengen <kswearengen@cwsny.com>; tthompson@littler.com; rita.trivedi@nlrb.gov; Tyce, Genaira <Genaira.Tyce@nlrb.gov>; Wermuth, Anna <awermuth@cozen.com>; Whiteside, Kaitlyn F <KWhiteside@seyfarth.com>; Gwynne A. Wilcox <gwilcox@levyratner.com> <gwilcox@levyratner.com>; Joane.Wong@nlrb.gov; Carey, Crystal S. <crystal.carey@morganlewis.com>; Bass, Erin N. <erin.bass@dentons.com>; Ellen E. Crane <ecrane@SVSU.edu>; richja@gtlaw.com; Pamela Chandran <Pamela.Chandran@unacuhcp.org>; amy.gaylord@akerman.com; Nicole Cuda Perez <nicole@cudaperezlaw.com>; McKinney, Renee D <Renee.McKinney@nlrb.gov>; Angie Cowan Hamada <hamada@ask-attorneys.com>

**Subject:** DLL Women's Dinner in New Orleans

[EXTERNAL EMAIL]

Hi ladies. Hope you are all well. Just checking in to see who is going to be in New Orleans for the Annual CLE meeting Nov 6-9. If you will be there, please plan to stop by the DLL Booth at the Expo Wednesday night, November 6, 6 to 8 p.m. to say hi. And if you want to meet for dinner at some point Wednesday night after the Expo, please let me know and I can make a dinner reservation.

Hope to see you.

**Amy Zdravecky** | Partner

Barnes & Thornburg LLP

Direct: (616) 742-3988 | Direct: (312) 338-5937 | Fax: (616) 742-3999 | Mobile: (312) 953-5932



Atlanta | California | Chicago | Delaware | Indiana | Michigan | Minneapolis | Ohio | Texas | Washington, D.C.

CONFIDENTIALITY NOTICE: This email and any attachments are for the exclusive and confidential use of the intended recipient. If you are not the intended recipient, please do not read, distribute or take action in reliance upon this message. If you have received this in error, please notify us immediately by return email and promptly delete this message and its attachments from your computer system. We do not waive attorney-client or work product privilege by the transmission of this message.

# DISCLAIMER

This e-mail message is intended only for the personal use of the recipient(s) named above. This message may be an attorney-client communication and as such privileged and confidential and/or it may include attorney work product. If you are not an intended recipient, you may not review, copy or distribute this message. If you have received this communication in error, please notify us immediately by e-mail and delete the original message.

**From:** [amy.gaylord@akerman.com](mailto:amy.gaylord@akerman.com)  
**To:** [Amy.Zdravecky@btlaw.com](mailto:Amy.Zdravecky@btlaw.com); [abelovin@levyratner.com](mailto:abelovin@levyratner.com); [Breslin, Colleen](mailto:Breslin.Colleen@nrlb.gov); [Burdick, Ruth E.](mailto:Burdick.Ruth.E@nrlb.gov); [lauren.emery@nrlb.gov](mailto:lauren.emery@nrlb.gov); [hamada@ask-attorneys.com](mailto:hamada@ask-attorneys.com); [Jason, Meredith](mailto:Jason.Meredith@nrlb.gov); [KKershaw@seyfarth.com](mailto:KKershaw@seyfarth.com); [McFerran, Lauren](mailto:McFerran.Lauren@nysutmail.org); [dmilham@nysutmail.org](mailto:dmilham@nysutmail.org); [Mormilo, Nicole](mailto:Mormilo.Nicole@nrlb.gov); [sonni.nolan@huschblackwell.com](mailto:sonni.nolan@huschblackwell.com); [Rothschild, Roxanne L.](mailto:Rothschild.Roxanne.L@nrlb.gov); [yrozen@aflcio.org](mailto:yrozen@aflcio.org); [kelseysheldon@dwt.com](mailto:kelseysheldon@dwt.com); [letitia.silas@howard.edu](mailto:letitia.silas@howard.edu); [kswearengen@cwsny.com](mailto:kswearengen@cwsny.com); [tthompson@littler.com](mailto:tthompson@littler.com); [Trivedi, Rita](mailto:Trivedi.Rita@nrlb.gov); [Tyce, Genaira](mailto:Tyce.Genaira@nrlb.gov); [awermuth@cozen.com](mailto:awermuth@cozen.com); [KWhiteside@seyfarth.com](mailto:KWhiteside@seyfarth.com); [gwilcox@levyratner.com](mailto:gwilcox@levyratner.com); [Wong, Joane](mailto:Wong.Joane@nrlb.gov); [crystal.carey@morganlewis.com](mailto:crystal.carey@morganlewis.com); [erin.bass@dentons.com](mailto:erin.bass@dentons.com); [ecrane@svsu.edu](mailto:ecrane@svsu.edu); [richja@gtlaw.com](mailto:richja@gtlaw.com); [Pamela.Chandran@unacuhcp.org](mailto:Pamela.Chandran@unacuhcp.org); [nicole@cuda.perezlaw.com](mailto:nicole@cuda.perezlaw.com); [McKinney, Renee D](mailto:McKinney.Renee.D@nrlb.gov)  
**Cc:** [ecrane@svsu.edu](mailto:ecrane@svsu.edu)  
**Subject:** RE: DLL Women's Dinner in New Orleans  
**Date:** Friday, October 25, 2019 4:40:13 PM

---

Looking forward to it! For anyone who has not been to Bayona, it is AMAZING!

[vCard](#) | [Profile](#) | [Blog](#) | [Podcast](#)



CONFIDENTIALITY NOTE: The information contained in this transmission may be privileged and confidential, and is intended only for the use of the individual or entity named above. If the reader of this message is not the intended recipient, you are hereby notified that any dissemination, distribution or copying of this communication is strictly prohibited. If you have received this transmission in error, please immediately reply to the sender that you have received this communication in error and then delete it. Thank you.

---

**From:** Zdravecky, Amy <Amy.Zdravecky@btlaw.com>  
**Sent:** Friday, October 25, 2019 4:32 AM  
**To:** [abelovin@levyratner.com](mailto:abelovin@levyratner.com); [Breslin, Colleen](mailto:Breslin.Colleen@nrlb.gov) <Colleen.Breslin@nrlb.gov>; [Burdick, Ruth E.](mailto:Burdick.Ruth.E@nrlb.gov) <Ruth.Burdick@nrlb.gov>; [lauren.emery@nrlb.gov](mailto:lauren.emery@nrlb.gov); [Angie Cowan Hamada](mailto:hamada@ask-attorneys.com) <hamada@ask-attorneys.com>; [Jason, Meredith](mailto:Jason.Meredith@nrlb.gov) <Meredith.Jason@nrlb.gov>; [Kershaw, Kyllan](mailto:KKershaw@seyfarth.com) <KKershaw@seyfarth.com>; [lauren.mcferran@nrlb.gov](mailto:lauren.mcferran@nrlb.gov); [dmilham@nysutmail.org](mailto:dmilham@nysutmail.org); [Mormilo, Nicole](mailto:Mormilo.Nicole@nrlb.gov) <Nicole.Mormilo@nrlb.gov>; [sonni.nolan@huschblackwell.com](mailto:sonni.nolan@huschblackwell.com); [Rothschild, Roxanne L.](mailto:Rothschild.Roxanne.L@nrlb.gov) <Roxanne.Rothschild@nrlb.gov>; [yrozen@aflcio.org](mailto:yrozen@aflcio.org); [kelseysheldon@dwt.com](mailto:kelseysheldon@dwt.com); [Silas, Letitia](mailto:Silas.Letitia@howard.edu) <letitia.silas@howard.edu>; [Kate M. Swearengen](mailto:kswearengen@cwsny.com) <kswearengen@cwsny.com>; [tthompson@littler.com](mailto:tthompson@littler.com); [rita.trivedi@nrlb.gov](mailto:rita.trivedi@nrlb.gov); [Tyce, Genaira](mailto:Tyce.Genaira@nrlb.gov) <Genaira.Tyce@nrlb.gov>; [Wermuth, Anna](mailto:awermuth@cozen.com) <awermuth@cozen.com>; [Whiteside, Kaitlyn F](mailto:KWhiteside@seyfarth.com) <KWhiteside@seyfarth.com>; [Gwynne A. Wilcox](mailto:Gwynne.A.Wilcox@levyratner.com) <gwilcox@levyratner.com>; [Joane.Wong@nrlb.gov](mailto:Wong.Joane@nrlb.gov); [crystal.carey@morganlewis.com](mailto:crystal.carey@morganlewis.com); [Bass, Erin N.](mailto:erin.bass@dentons.com) <erin.bass@dentons.com>; [Ellen E. Crane](mailto:Ellen.E.Crane@svsu.edu) <ecrane@svsu.edu>; [richja@gtlaw.com](mailto:richja@gtlaw.com); [Pamela Chandran](mailto:Pamela.Chandran@unacuhcp.org) <Pamela.Chandran@unacuhcp.org>; [Gaylord, Amy \(Ptnr-Chi\)](mailto:amy.gaylord@akerman.com) <amy.gaylord@akerman.com>; [Nicole Cuda Perez](mailto:nicole@cuda.perezlaw.com) <nicole@cuda.perezlaw.com>; [McKinney, Renee D](mailto:Renee.McKinney@nrlb.gov) <Renee.McKinney@nrlb.gov>  
**Cc:** [Ellen Crane](mailto:ecrane@svsu.edu) <ecrane@svsu.edu>  
**Subject:** Re: DLL Women's Dinner in New Orleans

All,

For those interested in meeting for dinner on Wednesday night, November 6, I have made a reservation at Bayona, a reservation a short distance from the hotel for 8 pm. Let's meet at 7:45 pm in the Hilton lobby to walk over. So far, I have the following attending:

Amy G

Kate

Anna

(b) (6)

Jamie

Is anyone else joining us?

Look forward to seeing you.

Amy

Sent from my iPhone

On Oct 3, 2019, at 2:12 PM, Zdravecky, Amy <[Amy.Zdravecky@btlaw.com](mailto:Amy.Zdravecky@btlaw.com)> wrote:

Hi ladies. Hope you are all well. Just checking in to see who is going to be in New Orleans for the Annual CLE meeting Nov 6-9. If you will be there, please plan to stop by the DLL Booth at the Expo Wednesday night, November 6, 6 to 8 p.m. to say hi. And if you want to meet for dinner at some point Wednesday night after the Expo, please let me know and I can make a dinner reservation.

Hope to see you.

**Amy Zdravecky** | Partner

Barnes & Thornburg LLP

Direct: (616) 742-3988 | Direct: (312) 338-5937 | Fax: (616) 742-3999 | Mobile: (312) 953-5932

<image001.jpg>

Atlanta | California | Chicago | Delaware | Indiana | Michigan | Minneapolis | Ohio | Texas  
| Washington, D.C.

CONFIDENTIALITY NOTICE: This email and any attachments are for the exclusive and confidential use of the intended recipient. If you are not the intended recipient, please do not read, distribute or take action in reliance upon this message. If you have received this in error, please notify us immediately by return email and promptly delete this message and its attachments from your computer system. We do not waive attorney-client or work product privilege by the transmission of this message.

**From:** [Breslin, Colleen](#)  
**To:** [Zdravecky, Amy](#); [abelovin@levyratner.com](#); [lauren.emery@nlrb.gov](#); [Angie Cowan Hamada](#); [Kershaw, Kyllan](#); [McFerran, Lauren](#); [dmilham@nysutmail.org](#); [sonni.nolan@huschblackwell.com](#); [Rothschild, Roxanne L.](#); [yrozen@aflcio.org](#); [kelseysheldon@dw.com](#); [Silas, Letitia](#); [Kate M. Swearengen](#); [tthompson@littler.com](#); [Trivedi, Rita](#); [Tyce, Genaira](#); [Wermuth, Anna](#); [Whiteside, Kaitlyn F.](#); [Gwynne A. Wilcox \(gwilcox@levyratner.com\)](#); [Wong, Joane](#); [crystal.carey@morganlewis.com](#); [Bass, Erin N.](#); [Ellen E. Crane](#); [richja@gtlaw.com](#); [Nicole Cuda Perez](#); [Pamela Chandran](#); [amy.gaylord@akerman.com](#); [McKinney, Renee D](#)  
**Cc:** [Ellen Crane](#)  
**Subject:** RE: DLL Women's Dinner in New Orleans  
**Date:** Tuesday, October 29, 2019 12:37:12 PM

---

Hello all!

I can't make the Annual meeting this year – just too much going on in / outside the office – so I will miss you all at dinner, and throughout the week.

I am grateful to be included here and hope to see you all in 2020. And Amy, as always, you are thoughtful organizer of the women. Thanks for that.

Happy Fall.

Much love,  
Colleen

---

**From:** Zdravecky, Amy <Amy.Zdravecky@btlaw.com>  
**Sent:** Tuesday, October 29, 2019 11:56 AM  
**To:** [abelovin@levyratner.com](#); [Breslin, Colleen](#) <Colleen.Breslin@nlrb.gov>; [lauren.emery@nlrb.gov](#); [Angie Cowan Hamada](#) <hamada@ask-attorneys.com>; [Kershaw, Kyllan](#) <KKershaw@seyfarth.com>; [McFerran, Lauren](#) <Lauren.McFerran@nlrb.gov>; [dmilham@nysutmail.org](#); [sonni.nolan@huschblackwell.com](#); [Rothschild, Roxanne L.](#) <Roxanne.Rothschild@nlrb.gov>; [yrozen@aflcio.org](#); [kelseysheldon@dw.com](#); [Silas, Letitia](#) <letitia.silas@howard.edu>; [Kate M. Swearengen](#) <kswearengen@cwsny.com>; [tthompson@littler.com](#); [Trivedi, Rita](#) <Rita.Trivedi@nlrb.gov>; [Tyce, Genaira](#) <Genaira.Tyce@nlrb.gov>; [Wermuth, Anna](#) <awermuth@cozen.com>; [Whiteside, Kaitlyn F](#) <KWhiteside@seyfarth.com>; [Gwynne A. Wilcox \(gwilcox@levyratner.com\)](#) <gwilcox@levyratner.com>; [Wong, Joane](#) <Joane.Wong@nlrb.gov>; [crystal.carey@morganlewis.com](#); [Bass, Erin N.](#) <erin.bass@dentons.com>; [Ellen E. Crane](#) <ecrane@svsu.edu>; [richja@gtlaw.com](#); [Nicole Cuda Perez](#) <nicole@cupaperezlaw.com>; [Pamela Chandran](#) <Pamela.Chandran@unacuhcp.org>; [amy.gaylord@akerman.com](#); [McKinney, Renee D](#) <Renee.McKinney@nlrb.gov>  
**Cc:** [Ellen Crane](#) <ecrane@svsu.edu>  
**Subject:** RE: DLL Women's Dinner in New Orleans

Bayona is about a mile away so we will likely have to uber there. Lets meet at 7:40 in lobby.

It is close to the LDP reception though in case anyone had planned to head over there after.

**Amy Zdravecky**  
Direct (616) 742-3988



---

**From:** Zdravecky, Amy <[Amy.Zdravecky@btlaw.com](mailto:Amy.Zdravecky@btlaw.com)>

**Sent:** Friday, October 25, 2019 5:32 AM

**To:** [abelovin@levyratner.com](mailto:abelovin@levyratner.com); Breslin, Colleen <[Colleen.Breslin@nlrb.gov](mailto:Colleen.Breslin@nlrb.gov)>; Burdick, Ruth E. <[Ruth.Burdick@nlrb.gov](mailto:Ruth.Burdick@nlrb.gov)>; [lauren.emery@nlrb.gov](mailto:lauren.emery@nlrb.gov); Angie Cowan Hamada <[hamada@ask-attorneys.com](mailto:hamada@ask-attorneys.com)>; Jason, Meredith <[Meredith.Jason@nlrb.gov](mailto:Meredith.Jason@nlrb.gov)>; Kershaw, Kyllan <[KKershaw@seyfarth.com](mailto:KKershaw@seyfarth.com)>; [lauren.mcferran@nlrb.gov](mailto:lauren.mcferran@nlrb.gov); [dmilham@nysutmail.org](mailto:dmilham@nysutmail.org); Mormilo, Nicole <[Nicole.Mormilo@nlrb.gov](mailto:Nicole.Mormilo@nlrb.gov)>; [sonni.nolan@huschblackwell.com](mailto:sonni.nolan@huschblackwell.com); Rothschild, Roxanne L. <[Roxanne.Rothschild@nlrb.gov](mailto:Roxanne.Rothschild@nlrb.gov)>; [yrozen@afcio.org](mailto:yrozen@afcio.org); [kelseysheldon@dwt.com](mailto:kelseysheldon@dwt.com); Silas, Letitia <[letitia.silas@howard.edu](mailto:letitia.silas@howard.edu)>; Kate M. Swearngen <[kswearngen@cwsny.com](mailto:kswearngen@cwsny.com)>; [tthompson@littler.com](mailto:tthompson@littler.com); [rita.trivedi@nlrb.gov](mailto:rita.trivedi@nlrb.gov); Tyce, Genaira <[Genaira.Tyce@nlrb.gov](mailto:Genaira.Tyce@nlrb.gov)>; Wermuth, Anna <[awermuth@cozen.com](mailto:awermuth@cozen.com)>; Whiteside, Kaitlyn F <[KWhiteside@seyfarth.com](mailto:KWhiteside@seyfarth.com)>; Gwynne A. Wilcox (<[gwilcox@levyratner.com](mailto:gwilcox@levyratner.com)>) <[gwilcox@levyratner.com](mailto:gwilcox@levyratner.com)>; [Joane.Wong@nlrb.gov](mailto:Joane.Wong@nlrb.gov); [crystal.carey@morganlewis.com](mailto:crystal.carey@morganlewis.com); Bass, Erin N. <[erin.bass@dentons.com](mailto:erin.bass@dentons.com)>; Ellen E. Crane <[ecrane@svsu.edu](mailto:ecrane@svsu.edu)>; [richja@gtlaw.com](mailto:richja@gtlaw.com); Pamela Chandran <[Pamela.Chandran@unacuhcp.org](mailto:Pamela.Chandran@unacuhcp.org)>; [amy.gaylord@akerman.com](mailto:amy.gaylord@akerman.com); Nicole Cuda Perez <[nicole@cudaperezlaw.com](mailto:nicole@cudaperezlaw.com)>; McKinney, Renee D <[Renee.McKinney@nlrb.gov](mailto:Renee.McKinney@nlrb.gov)>

**Cc:** Ellen Crane <[ecrane@svsu.edu](mailto:ecrane@svsu.edu)>

**Subject:** Re: DLL Women's Dinner in New Orleans

All,

For those interested in meeting for dinner on Wednesday night, November 6, I have made a reservation at Bayona, a reservation a short distance from the hotel for 8 pm. Let's meet at 7:45 pm in the Hilton lobby to walk over. So far, I have the following attending:

Amy G

Kate

Anna

(b) (6)

Jamie

Is anyone else joining us?

Look forward to seeing you.

Amy

Sent from my iPhone

On Oct 3, 2019, at 2:12 PM, Zdravecky, Amy <[Amy.Zdravecky@btlaw.com](mailto:Amy.Zdravecky@btlaw.com)> wrote:

Hi ladies. Hope you are all well. Just checking in to see who is going to be in New Orleans for the Annual CLE meeting Nov 6-9. If you will be there, please plan to stop by the DLL Booth at the Expo Wednesday night, November 6, 6 to 8 p.m. to say hi. And if you want to meet for dinner at some point Wednesday night after the Expo, please let me know and I can make a dinner reservation.

Hope to see you.

**Amy Zdravecky** | Partner

Barnes & Thornburg LLP

Direct: (616) 742-3988 | Direct: (312) 338-5937 | Fax: (616) 742-3999 | Mobile: (312) 953-5932

<image001.jpg>

Atlanta | California | Chicago | Delaware | Indiana | Michigan | Minneapolis | Ohio | Texas  
| Washington, D.C.

CONFIDENTIALITY NOTICE: This email and any attachments are for the exclusive and confidential use of the intended recipient. If you are not the intended recipient, please do not read, distribute or take action in reliance upon this message. If you have received this in error, please notify us immediately by return email and promptly delete this message and its attachments from your computer system. We do not waive attorney-client or work product privilege by the transmission of this message.



**From:** [McFerran, Lauren](#)  
**To:** [Craig Becker](#)  
**Subject:** RE: dinner with LCC Board of Directors  
**Date:** Tuesday, November 19, 2019 1:00:00 PM

---

Sounds good – thanks.

**From:** Craig Becker <cbecker@afcio.org>  
**Sent:** Tuesday, November 19, 2019 12:15 PM  
**To:** McFerran, Lauren <Lauren.McFerran@nlrb.gov>  
**Subject:** Re: dinner with LCC Board of Directors

Lauren: I think the topic of most interest to our Board would be rule-making v. adjudication with possibly a detour into the just released ethics report. But note this will be a dinner setting and thus informal and you need not prepare long or formal remarks. Thanks again. Craig

Craig Becker  
General Counsel  
AFL-CIO  
815 16<sup>th</sup> St., N.W.  
Washington, D.C. 20006  
[\(202\)637-5310](tel:(202)637-5310)

On Tue, Nov 19, 2019 at 11:14 AM McFerran, Lauren <[Lauren.McFerran@nlrb.gov](mailto:Lauren.McFerran@nlrb.gov)> wrote:

Will do – thanks.

---

**From:** Craig Becker <[cbecker@afcio.org](mailto:cbecker@afcio.org)>  
**Sent:** Tuesday, November 19, 2019 11:13 AM  
**To:** McFerran, Lauren <[Lauren.McFerran@nlrb.gov](mailto:Lauren.McFerran@nlrb.gov)>  
**Subject:** Re: dinner with LCC Board of Directors

(b) (6) Craig

Sent from my iPhone

On Nov 19, 2019, at 9:55 AM, McFerran, Lauren <[Lauren.McFerran@nlrb.gov](mailto:Lauren.McFerran@nlrb.gov)> wrote:

John is actually out of town this week so he will be unable to attend, but we appreciate the offer.

**From:** Craig Becker <[cbecker@afcio.org](mailto:cbecker@afcio.org)>  
**Sent:** Monday, November 18, 2019 5:55 PM  
**To:** McFerran, Lauren <[Lauren.McFerran@nlrb.gov](mailto:Lauren.McFerran@nlrb.gov)>  
**Subject:** Re: dinner with LCC Board of Directors

Wonderful. Thanks. Let me confer with lawyers in our office about topics and get back to you. Would John like to join as well? Craig

Craig Becker  
General Counsel  
AFL-CIO  
815 16<sup>th</sup> St., N.W.  
Washington, D.C. 20006  
[\(202\)637-5310](tel:(202)637-5310)

On Mon, Nov 18, 2019 at 5:06 PM McFerran, Lauren <[Lauren.McFerran@nlrb.gov](mailto:Lauren.McFerran@nlrb.gov)> wrote:

I would be happy to participate – thanks for the invitation. Is there a particular topic that would be of most interest to the group? Perhaps the property access cases? The rulemaking vs. adjudication debate? Let me know what you think would work best...

Best,  
Lauren

**From:** Craig Becker <[cbecker@aficio.org](mailto:cbecker@aficio.org)>

**Sent:** Monday, November 18, 2019 12:24 PM

**To:** McFerran, Lauren <[Lauren.McFerran@nlrb.gov](mailto:Lauren.McFerran@nlrb.gov)>

**Subject:** dinner with LCC Board of Directors

Dear Lauren:

With apologies for the rather short notice, I write to ask if you might be available to join the LCC Board of Directors for dinner this Thursday (November 21) at 6 at MXDC (600 14th St N.W.). If you are available, we would very much like you to speak to the group briefly on a topic of your choice and answer a few questions from the diverse group of around 40 labor lawyers that constitutes the Board.

As you know, the LCC is a nonprofit, membership organization composed of around 2,000 lawyers representing unions across the country that seeks to further the continuing education of those lawyers and provide a forum for them to assist one another.

John would be welcome to join us as well.

Please let me know if this is possible for you (and John) and, of course we understand if my tardiness in extending the invitation has made it impossible.

Thanks.

Craig

Craig Becker  
General Counsel  
AFL-CIO  
815 16<sup>th</sup> St., N.W.  
Washington, D.C. 20006  
[\(202\)637-5310](tel:(202)637-5310)